



Part  
**1**

Let's Talk About  
**Church  
Health**

Resource Pack

## Using These Resources

If church health has to be embraced, Healthy Church Network want to make it as easy as possible for leaders to do so with content that is practically applicable and useful in your church context.

You will find within this document a set of questions that relate to the content of each chapter, the questions are broken down into sections:

**The Senior Leader** – Questions to personally consider based off the content of the chapter. Designed to provoke self evaluation that leads to challenge and personal growth.

**The Senior Team** – Questions to work through with a core or senior leadership team members depending on your church size, structure and context. It is best to ensure there is an environment of curiosity and safety to allow teams to really engage with the questions and answer as honestly and as authentically as possible - this is what will help bring fresh creativity and engagement into the mix.

**Things to implement** – One or 2 simple calls to action that can be implemented as a result of working through the chapter content and will help give a clear step to take in the right direction.

**The Big Question** – One question that encompasses the overall message of the chapter and will help give a point of evaluation to work from.

Further resources will be added as they are created in response to what leaders are looking for, suggestions are welcomed at **[hcn@aoggb.com](mailto:hcn@aoggb.com)**.

Please feel free to print out the question pages for use in meetings, or to share the PDF document with your team members.

## Chapter 1 – Everything tells you something, but nothing tells you everything

Having read **Chapter 1**, here are some reflective questions to think through for **yourself**, your **team** and your **church**.

**The Senior Leader** — Things to consider for themselves.

1. When you read the list of 20 key areas which contribute towards an evaluation of church health, did your heart sink or feel affirmed?
  - a. Why was this the case?
  - b. Were there any immediate 'red flags' you know need immediate attention?
2. How do you as Senior Leader get meaningful feedback?
3. Who do you trust enough to give you an honest peer level review?

**The Senior Team** — Things to consider which touch on team dynamics and functionality.

1. As a Team, discuss the questions on page 27 relating to meaningful feedback, as follows:
  - How do people give the leaders feedback about things that the church does?
  - What could we do to create more dialogue before frustration builds?
  - Is our leadership style open to opinions and feedback?
  - How and when have we evidenced that we listen?
2. How do we handle complaints? Are we happy with the process? What changes do we need to make to ensure genuine complaints are heard, responded to and learned from?

3. How could Impact Reports and Testimonials be better used to communicate progress and evaluate health?

**Things to implement** into the life of the Church.

Put a Complaints Policy in place. Or if one exists, review its use, effectiveness and accessibility.

### **The Big Question**

Given your local church's unique context, people and history, do you consider it to be fundamentally healthy, or has reading chapter 1 highlighted areas you need to take a closer look at, and bring to a healthier place?

**Insert  
Church  
Logo Here**

### **[Church Name] Complaints Policy**

Last reviewed: [Enter date policy was adopted, or most recently adjusted]

#### NOTES BEFORE IMPLEMENTING OFFICIALLY:

- Ensure that you have **personalised** the policy in full to your church before implementing, anywhere you find [Church Name] or [Church Address] will need to be changed accordingly.
- Ensure that **any language that does not apply** to your church leadership structure, safeguarding procedures or guidelines is updated to accurately reflects the church setting.
- **Follow the churches own procedures** in regards to having documents checked over by senior leaders, leadership team, trustees, elders etc before implementing this policy.
- This policy is an **example only** and must not be used in it's current form without adjustments.
- **If you have any questions** about how to adopt this policy for your own church, please contact the Healthy Church Network team via email: **[hcn@aoggb.com](mailto:hcn@aoggb.com)**

# [Church Name] Complaints Procedure

## **Complaints handling policy**

### 1. General policy

1.1 The trustees and directors of [Church Name] take complaints seriously and commit to deal with all complaints in a confidential, timely and appropriate manner.

1.2 Our policy is:

- To provide a fair complaints procedure which is clear and easy to use;
- To make sure that trustees and directors, volunteers and staff are aware of this policy and know how to handle complaints;
- To ensure in all cases that complaints are handled using Biblical principles and that wherever possible, disputes and disagreements are amicably resolved and that relationships are restored;
- To gather information which helps us improve what we do in the future.

1.3 All complaints and any associated information provided will be handled sensitively, and in accordance with relevant data protection requirements. However, the trustees and directors reserve the right to involve external parties (including the police and other authorities) and to take legal advice where this is considered necessary.

1.4 The overall responsibility for this policy and its implementation rests with the trustees and directors of [Church Name].

1.5 In preparing this policy, [Church Name] has paid due consideration to the good governance code referred to in the Charity Commission guidance on completing annual returns.

## 2. Receiving complaints

2.1 Complaints may be addressed to any trustee either orally or in writing or lodged in [Church Address].

2.2 Where complaints are received by other contacts in [Church Name], complainants will be directed towards a member of the leadership team in the first instance.

2.3 At the time of receiving the complaint, or within any initial response, complainants will be informed of the existence of this policy and provided with a copy if requested.

2.4 [Church Name] operates a safeguarding children policy and a Safeguarding adults policy. Where complaints refer to people or activities covered by those policies, such complaints will be handled in accordance with both policies. In instances where the policies conflict, those contained in the safeguarding policies will carry precedence.

2.5 In the case of complaints made by a parent, guardian or other responsible adult to any member of the children's or youth ministry teams, these will automatically be passed to the Designated Safeguarding Lead who is part of the

leadership team. Such complaints will then be handled in accordance with the safeguarding children and other vulnerable beneficiaries policy.

2.6 In certain cases and for the avoidance of doubt, the trustees and directors or leadership team may request oral complaints to be repeated in writing, and reserve the right to share these complaints with other trustees/directors or members of the leadership team as they see appropriate.

2.7 Oral complainants must be informed that certain aspects of oral complaints will be recorded (either at the time or later) including but not limited to:

- The name and contact details of the complainant;
- The date and time that the complaint was received;
- The substance of the complaint;
- Any formal relationship that the complainant has with [Church Name].

2.8 Oral complainants must be informed that although complaints will be handled confidentially, the trustees and directors may share these with other trustees and directors or members of the leadership team in accordance with this policy.

2.9 All complaints, together with any actions undertaken, will be recorded in a complaints log which will be reviewed by the trustees and directors on a regular basis. Any conclusions and further action required as a result of this review will be formally recorded in the minutes of a directors and trustees



meeting, and the complaints log annotated accordingly

2.10 Where the complaint relates to a specific person the trustees and directors may choose to inform that person of the nature of the complaint and to receive a formal response from them. The name and any other sensitive information provided by the complainant will not be shared with the subject of the complaint.

### 3. Resolving complaints

3.1 Complaints will be acknowledged by the trustees, or directors within two weeks of being received. The acknowledgment will include details of who is dealing with the complaint and when the complainant can expect to have a response. Any first response should include a copy of this policy if not already provided.

3.2 The trustees and directors will use best endeavours to provide a definitive response within one month of receiving the complaint. If, because of ongoing investigations or for other reasons this is not possible, a progress update will be provided to the complainant within one month of receiving the complaint.

3.3 A definitive response will include:

- Actions taken to investigate the complaint;
- Conclusions drawn from the investigation;
- Actions taken as a result of the investigation.

## 4. Appeals and escalation

4.1 Where the complainant is not satisfied with the response, they should inform the trustees and directors of this dissatisfaction in writing within three months of receiving the response.

4.2 Due to the size of [Church Name] it is likely that the same group of trustees and directors that dealt with the original complaint will be responsible for reviewing the appeal.

Wherever possible a different trustee or director will take the lead in investigating the appeal.

4.3 As long as this notice of dissatisfaction is received within the timeframe set out in 4.1, the trustees and directors will acknowledge this correspondence within two weeks and will use best endeavours to provide a definitive response within a further month. Notices of dissatisfaction that are received outside of that timeframe will be considered at the discretion of the trustees/directors.

4.4 This appeal decision will be considered final. At any time, the complainant can complain directly to the Charity Commission or any other appropriate regulating authority. The information about the types of complaints that the Commission can become involved with are set out on their website.



## Chapter 2 – Embraced not imposed

Having read **Chapter 2**, here are some reflective questions to think through for **yourself**, your **team** and your **church**.

**The Senior Leader** — Things to consider for themselves.

1. How easy do you find it to acknowledge mistakes you have made in your role as the Senior Leader?
2. Honestly think through the questions posed on page 48, being:
  - When was the last time I made a wrong decision in leading the church? How and when did I realise it was a wrong decision?
  - With whom did I process that mistake?
  - Have I apologised to the people that the mistake affected?
  - Did I find it easy to apologise?
3. How reflective are you? Do you find it easy or hard?

Do the exercise from page 54. Reflect for ten minutes on each of these questions and journal your answers:

- What has been my greatest joy over the course of my ministry? Why has this given me so much joy?
  - What has been my greatest regret in ministry, and if I had my time again, what would I do differently?
  - What is my greatest fear, and where does that come from?
  - Who has God brought into my life for whom I am most thankful? What characteristics do they have that I most admire?
  - If I could go back to have a conversation with myself at the start of my ministry, what three pieces of advice would I give to myself?
4. Share the conclusions from your reflections with your spouse, trusted mentor, or team as appropriate.

**The Senior Team** — Things to consider which touch on team dynamics and functionality.

1. What typically happens when one of the team makes a significant mistake? Is it exposed by others, admitted by the person, pushed under the carpet, or learned from?
2. When you talk about people in the church as a Team, what kind of language do you use? Is it the same language as you would use if they were present?
3. Are we modelling healthy practices to the church? Give examples.
4. On page 63 we read: 'You don't need to embrace sickness to fall ill; simply neglecting your health is enough'. Are there any areas of the church we are neglecting, which could be sliding into poor health without us realising it?

**Things to implement** into the life of the Church.

Talk to the church about the principle of 'Embracing Health' and encourage everyone to proactively take ownership of and play their part in maintaining the health of the church.

**The Big Question**

Am I/we willing to take full responsibility for, and take ownership of, the condition of the church I/we lead and 'embrace health'?

## Chapter 3 – People, people, people

Having read **Chapter 3**, here are some reflective questions to think through for **yourself**, your **team** and your **church**.

**The Senior Leader** — Things to consider for themselves.

The Senior Leader's attitude towards people tends to shape the culture of their Team and ultimately the people-facing values of the church. So prayerfully consider:

1. How do I honestly view people: as unique individuals to empower and release into ministry, **or** as a resource to serve the ministries of the church?
2. Have I encouraged the development of flexible systems that respect and celebrate people's individuality, **or** have I preferred to develop and implement one-size-fits-all systems?
3. Prayerfully talk to God about how Kingdom minded you are.
  - a. Do you appreciate all cultures and nationalities?
  - b. Do you have any conscious or unconscious bias towards cultures more like your own?
  - c. If necessary, repent of attitudes that hinder Kingdom mindedness and discuss how you feel with your mentor.

**The Senior Team** — Things to consider which touch on team dynamics and functionality.

1. Page 84 says: 'Leaders are to see what God is doing in people and help them in their journey of discovery and development.' As a team consider:
  - a. Which of you are best gifted at **seeing** what God is doing in people?

b. Which of you are best gifted at practically **helping** them on their journey?

c. Be willing to learn from those appropriately gifted team members you have identified: What do they suggest you should be doing to better help people on their personal growth and development journeys?

2. Have a discussion to help you learn more about the diverse cultural backgrounds of those you lead. Start by discussing the following questions from page 93:

- What are the different nationalities of the people who attend our church? What are the barriers to inclusion, and how can we overcome them?
- How can we celebrate the diversity we have in the church?
- Can we have some conversations with people to learn their stories?
- Does our leadership team reflect the church we lead?
- What could we do better when welcoming new people from different backgrounds? Who could we talk to for help in this area?

**Things to implement** into the life of the church.

1. Talk to the church about the different people groups that are represented in it. Speak positively about them and celebrate the enrichment they add to your corporate kingdom-mindedness.

2. Hold an event that celebrates each nation in your church; share their food, learn about their customs, and hear stories of how they navigated their process of integration into your culture.

### **The Big Question**

Is our church community a safe place for people of all nationalities and cultures, where they are valued, empowered, and released into fruitful ministry which builds the church and extends God's Kingdom?

## Chapter 4 – Leadership: the good, the bad and the ugly

Having read **Chapter 4**, here are some reflective questions to think through for **yourself**, your **team** and your **church**.

**The Senior Leader** — Things to consider for themselves.

1. Reflecting on 'who pastors the pastors?' (p116-117):

- a. Who pastors you?
- b. Who are your accountability group?
- c. Who do you process your frustration, anger, and disappointments with?

2. Have you established clear boundaries for yourself in relation to the following practical areas?

- Use of your home for ministry purposes and the impact on family life
- Times you are available and times you are not
- Holidays and breaks
- Marriage enrichment
- Contact with the opposite sex
- Travel patterns and frequency
- Pastoral supervision and counselling
- Use of church finances
- If not, discuss as appropriate with your spouse and then your team

3. Can you identify the signs that you are approaching your emotional limits? They may include the following:

- Irritation and frustration in meetings
- Blurred thinking and reactionary decision-making
- Wanting to withdraw from people
- Inability to listen



- Lack of enjoyment of things you would usually enjoy
- Being absent even when you are present

Discuss as appropriate with your spouse and a mentor.

**The Senior Team** — Things to consider which touch on team dynamics and functionality.

1. Page 109 says that the following qualities characterise a biblical team. Discuss whether or not they true of yours?

- Affirmation of each other's gifts (Philippians 2:19-20)
- Meaningful discussion towards consensus (Acts 15:6-8)
- Love and affirmation of others in the team (Titus 1:4)
- A collective attitude to decisions made (Acts 16:10)

2. A benefit of working in Team is that you are with people who 'get what you are carrying' (p111).

- a. Have you each got people around you who 'get it'?
- b. Do you feel your team truly understand the load you personally carry?
- c. Talk about how you can better 'carry one another's burdens' as a Team (Galatians 6:2).

3. Diversity in the team creates a broader ministry base to operate from. So consider:

- a. How diverse is your team?
- b. Is it unbalanced or dominated unhelpfully by particular personality types or worldviews?
- c. Discuss the various strengths, personalities and worldviews each person brings to the team.
- d. Celebrate the diversity!

**Things to implement** into the life of the church.

Ensure the church know that it is led by a Team, not just the Senior Leader in isolation, for everyone's safety, protection and accountability.

### **The Big Question**

Does my leadership have the safety and accountability of a Team around it, where boundaries are agreed and maintained for my health, well-being and protection?

## Chapter 5 – Managing the Miracle: Operations

Having read **Chapter 5**, here are some reflective questions to think through for **yourself**, your **team** and your **church**.

**The Senior Leader** — Things to consider for themselves.

Delegation is modelled from the top down and greatly influences the volunteer culture of a church. Given that most Senior Leaders have a tendency to be controlling, in the right sense of the word, consider:

1. How good are you at delegating? Think through:
  - a. Why you sometimes **don't** delegate when you really should
  - b. Why you **do** delegate when you really shouldn't
2. Ask your Team if they agree with your perceived delegation skills and lead them in a discussion about how to strengthen them.

**The Senior Team** — Things to consider which touch on team dynamics and functionality.

1. Discuss how you **recruit** volunteers across the church. Have you, or could you, helpfully use the methods suggested on pages 149-155?  
Being:
  - a. Volunteer surveys
  - b. Databases
  - c. Partnership with external organisations
  - d. Social media
  - e. Discipleship pathways
  - f. Taster days
  - g. Refer a friend
  - h. The Big Ask

2. Discuss how you **manage** volunteers across the church. Do you have established way to:

- a. Select the right person?
- b. Brief them clearly?
- c. Agree operational boundaries?
- d. Communicate with them thoroughly and regularly?
- e. Provide them with resources?
- f. Give feedback and encouragement?

**Things to implement** into the life of the church.

Do a volunteer survey as described on Page 149, using the questions suggested and others you may think appropriate, to help you take stock of volunteerism in the church and make any adjustments in an informed way.

### **The Big Question**

Is this church a rewarding and safe place to volunteer, and characterised by a great volunteer spirit?

## Chapter 6 – Leaders, money and the Kingdom of God

Having read **Chapter 6**, here are some reflective questions to think through for **yourself**, your **team** and your **church**.

**The Senior Leader** — Things to consider for themselves.

1. How confident are you to talk about money to the church?
2. Why do you talk about money to the church when you do?
3. Are your personal finances in order?
4. Is there a clear distinction between the church's money and yours?

**The Senior Team** — Things to consider which touch on team dynamics and functionality.

1. As someone empowered to spend on behalf of the church, what safeguards are in place to protect you from an accusation of financial mismanagement?
2. Discuss together the questions raised on page 201, taking care to explain your answers:
  - When is giving addressed as part of a person's discipleship journey?
  - When new leaders are appointed, when and how is giving to the church addressed insofar as it is part of their role?
  - Do you think the Senior Leader should know the giving levels of people within the church?
  - Do you think it's appropriate for the biggest givers to the church to be acknowledged in some way?
  - Are our procedures for handling money clear and do all our staff and volunteers use them correctly?
  - Are any areas of our current financial system compromised in

practice?

- How would we gauge the congregation's level of confidence in how we handle money as a church?

**Things to implement** into the life of the church.

1. Ensure that all financial management and money handling operations are integrous, comply with the relevant legislation and transparent as appropriate.

2. Talk to the church about money when not taking an offering, direct them to the publicly available financial reports and annually give them an update of the church's financial position and progress.

### **The Big Question**

Does this church have robust financial management systems, that are handled by faith-filled, competent people who fully understand and live out the biblical principles relating to money and financial prosperity?

## Chapter 7 – Church Culture

Having read **Chapter 7**, here are some reflective questions to think through for **yourself**, your **team** and your **church**.

**The Senior Leader** — Things to consider for themselves.

1. What key words would you use to describe the culture of the church you lead?
2. What are you consistently doing to ensure the culture remains healthy by design?
3. Is the culture you are creating producing what you want it to?
4. Are there any personal insecurities or leadership style matters that you need to adjust to ensure the church culture remains healthy?

**The Senior Team** — Things to consider which touch on team dynamics and functionality.

1. Discuss what key beliefs and practices you each think are currently shaping the culture of your church.
2. Do those culture-shaping beliefs and practices you have identified:
  - a. Empower the 'pew or the few'?
  - b. Serve the church's vision objectives?
  - c. Lead to spiritual transformation?
  - d. Create flexible serving opportunities?
3. Can people disagree with you as leaders and remain in good standing with the church? Give examples.

4. How can you creatively communicate and model the cultural values you want to embed in the church more effectively?

**Things to implement** into the life of the church.

Regularly preach, teach and consistently model the cultural values you want to permeate the life of your church, to ensure they are there by design.

### **The Big Question**

Is the culture of our church healthy by design; rooted in healthy beliefs which bear the fruit of life-giving environments and a mutually empowering community?



## Chapter 8 – Enemies at the gate

Having read **Chapter 8**, here are some reflective questions to think through for **yourself**, your **team** and your **church**.

**The Senior Leader** — Things to consider for themselves.

1. Jesus said 'smite the shepherd and the sheep will scatter' (Matthew 26:31) so for the sake of the church, you must be 'enemy aware' more than most. Honestly consider:

- a. Are you being complacent about any aspect of your life or ministry?
- b. Do you live in an 'echo chamber' of self-affirming voices?
- c. Are you busy, but not making progress due to fatigue?
- d. Is the potential for pride to rise up in you always on your spiritual radar?

2. Talk about your reflections with your spouse and/or Mentor. Do some business with God, and be humble enough to use the prayer on page 263 to help you process things.

**The Senior Team** — Things to consider which touch on team dynamics and functionality.

1. As a Team, how good are you at protecting each other from the enemies of church health covered in this chapter?

2. Is the 'orderliness' of your systems, processes and procedures being a sufficient check against the potential enemy of complacency?

3. As a Team, are you being an 'echo chamber' rather than adding stimulus, diversity and colour to the Team and church's health?

**Things to implement** into the life of the church.

1. Make the church aware of potential enemies and equip them with practical tools to deal with them before they become embedded problems.
2. When ministering, regularly share about the reality of spiritual warfare, being 'enemy aware' and how to live confidently in the victory of Christ.

### **The Big Question**

Are we a church where the potential enemies of complacency, fatigue, pride and operating in an echo chamber are constantly monitored and mitigated against for the greater health of our community?

## Chapter 9 – Strategy: putting legs on vision

Having read **Chapter 9**, here are some reflective questions to think through for **yourself**, your **team** and your **church**.

**The Senior Leader** — Things to consider for themselves.

1. As the Senior Leader, you are probably a visionary and competent at casting that vision. Now honestly assess:

- a. Do you have proven strategic development skills, or do you rely primarily on vision casting to motivate people?
- b. Who on your Team has better strategic development skills than you?
- c. Initiate a strategic planning conversation with your Team to assess your collective strategic planning skills, so you can then empower and benefit from those who are best at it.
- d. If it is a skill you and your Team are lacking, intentionally seek help and bring the skill in to help you.

**The Senior Team** — Things to consider which touch on team dynamics and functionality.

Taking a broad view of the health and condition of your church as a whole:

1. Discuss and agree where you are **now**. Consider:

- a. Where have we come from and what have we learned along the way?
- b. What aspects of what we do seem to have the touch of God on them?
- c. What are the main gifts we have in the church at the moment?
- d. What are we known for in the community? What's our reputation?
- e. What are the church's most significant current challenges that we

need a plan to fix?

f. What are our wider community's most significant current challenges that we feel called to minister into?

2. Where do you want to **be next**? What does 'first base' look like?  
Consider:

a. What small, measurable steps do you need to take towards it?

b. What resources are required?

c. Identify measurable milestones.

d. Are there mindsets you need to break?

e. Is there culture you need to create?

f. Do you need to get help from others to achieve 'first base'?

3. Using the rounders/baseball analogy, what do you anticipate/hope second, third and subsequent bases will look like?

**Things to implement** into the life of the church.

Intentionally communicate the steps of your strategy alongside the vision, and by so doing, take people with you on a journey that sees the vision become a reality.

### **The Big Question**

Is our church characterised by wise strategic planning?

## Chapter 10 – Let's get back to the gym

Having read **Chapter 10**, here are some reflective questions to think through for **yourself**, your **team** and your **church**.

### **The Senior Leader** and **The Senior Team**

This last set of questions applies equally to all leaders, so please work through them yourself, whatever your position on the leadership team:

1. Think about: 'What am I becoming?'. Not what am I doing, wish I was doing, or will do later! As a person, who is a leader, 'what am I becoming?'

2. When was the last time:

- You clearly heard God speak to you about an area of your life he wanted to change?
- You read a passage of Scripture that brought you to tears?
- You gave an offering that was far beyond what you would normally give?
- You instigated an opportunity to witness about your faith?
- You felt genuine remorse over a sin you committed?
- What do your answers tell you about your relationship with God?

3. Where do you go just to be with God and restore your soul? The place where work and ministry are forgotten; a refreshing place where it is just you and God.

4. Reflect on your mental and physical health, and how they are being affected by the quality of your:

**Sleep**

**Exercise**

**Stimulus**

5. Make a list of the relational connections that are influencing you the most – both positively and negatively. Thank God for the life-enriching ones and distance yourself from any that bring you down.

6. **Now initiate a conversation** with your team to discuss how you can support, encourage and keep one another healthy as leaders.

**Things to implement** into the life of the church.

Teach your church to go to the GYM for themselves, and so strengthen the corporate health of the church. Teach them to deepen their walk with GOD, look after YOURSELF and MINISTER (serve) as an expression of the mission of Jesus through your church.

### **The Big Question**

Have I been to the GYM?