Mandatory templates for the Human Resources Toolkit

These template documents are all of the mandatory documents covered in the HR Toolkit – all in one place.

They are in MS Word format so that you can edit them for your own use. These are part of the **Human Resources Toolkit** available on our website [sheffdio.org/hrtoolkit](https://sheffdio.org/hrtoolkit)

1. [Checklist for Employment Contract](#_Checklist_for_Employment) 
2. [Employment Policy and Practice](#_Employment_Policy_and) 
3. [Job Description](#_Job_Description) 

**Ctrl+click** to go to page >

1. [Person Specification](#_Person_Specification) 
2. [Draft PCC minute – agreement to employ](#_Draft_PCC_minute) 
3. [Capability and Performance Policy, and Appeal Process](#_Capability_and_Performance) 
4. [Appraisal Form ](#_Appraisal_Form)
5. [Annual Leave](#_Annual_Leave) 
6. [Sickness and absence policy](#_Sickness_and_absence) 
7. [Self-certification form](#_Self-certification_form) 
8. [Redundancy Policy](#_Redundancy_Policy) 
9. [Grievance Policy](#_Grievance_Policy) 
10. [Disciplinary Policy ](#_Disciplinary_policy)

Mandatory templates for the Human Resources Toolkit

MT01 - Employee Handbook

This handbook template is designed for any PCC employing paid staff and it can be adapted to suit your unique circumstances. The term ‘Incumbent’ refers to roles such as Vicar, Rector, Team Rector, or Priest-in-Charge, and can be amended as appropriate, along with references to line managers.

We recommend forming a small Employment or HR Sub-Group of the PCC; typically, the incumbent, one churchwarden, and two or three PCC members. This group can handle practical employment matters and make policy recommendations to the full PCC, helping to avoid discussions about individual staff members in the main meeting.

If you have questions or need support, please contact the Diocesan HR Team

 [hr@sheffield.anglican.org](mailto:hr@sheffield.anglican.org)

Where a PCC chooses not to have an Employee Handbook, we recommend that you reference ACAS provisions for all your contractual arrangements, and use ACAS and the government website for updated policies and practices.

 <https://www.acas.org.uk/>

Please delete this page from your handbook when you are happy you have your PCC complete document, and just keep our contact details to hand.

Leo Colson, HR Manager

Employee Handbook

A guide to working within the

parish of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Employee Handbook Review Details**

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| **Version** | **Date** | **Update Comments** |
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# Welcome

We are delighted to welcome you and hope your time with us will be both enjoyable and rewarding. This Employee Handbook applies to all our employees and paid workers and will help you navigate our practical day to day policies and practices.

This policy does not form part of your employee contract of employment and we may amend and update policies and practices at any time. Make yourself familiar with the content, and we will notify you of any changes in policy. In the meantime, if you have any particular queries please do talk to your line manager.

[ADD CUSTOM STATEMENT]

[NAME & TITLE OF PERSON RESPONSIBLE FOR HR]

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# Your Induction

Your line manager or another appointed person will conduct your induction starting on your first day. It will include the following information:

* Welcome to the church and our community
* Meet and greet with colleagues
* Tour of place of work including fire exits, first aid and emergency procedures
* Instruction on any equipment to be used
* Health and Safety guidance
* Safeguarding guidance
* Appropriate lines of communication relevant to the role
* Setting of individual performance expectations and how this will be monitored especially during your induction and probation with us.
* Explanation of the Equality Act 2010. For some roles – not all – the law provides that we are able to appoint to a role with an Occupational Requirement for the post holder to be a practicing Christian. Where we are able to apply this to a role as essential to it, it will be clearly stated on all our job/role paperwork. Whether or not an occupational requirement is legally applied or not, all our employees will always be welcome to join in with any worship with us, or explore their own faith journey.
* Employee paperwork (P45, driving licence, right to work in the UK, personal details etc)
* PCC administration: holiday request, expense forms etc

The induction is designed to help you settle with us, ensure you understand what is expected of you, and identify what support or training you may need to fulfil your role, and how to raise any issues or problems.

A copy of the Induction Checklist will be signed by you and your manager. Your probationary period will be signed off by your line manager. A probation period will not be signed off until all required induction training is complete – including H&S, and safeguarding modules appropriate to the role.

# About Your Employment

Place of Work

Please see your Terms and Conditions of Employment for details. Some members of staff may be home based but will have a generally hybrid approach. In addition, there may be a requirement to be available for meetings as appropriate to the role. Should there be any occasion when you will be required to work elsewhere this will be explained to you and be for specific church needs (and the PCC will pay any reasonable and pre-authorised expenses).

Hours of Work

*\*\*PCCs may opt for a 35hr working week, 37.5hrs, or even 40hrs in some places. However, there are some things to be clear about especially if there are potential working time regulation concerns. If you are unsure please contact the diocesan HR Team for more information\*\**

Your specific working hours are itemised in your Terms and Conditions of Employment, along with your working pattern. Roles within the ministry team hold a requirement to work Good Friday, Christmas Day and most Sundays. If this applies to you, you will receive alternative days off as rest days, as stated in your Terms and Conditions of Employment.

Informal breaks may be taken as appropriate throughout the working day. Full-time staff are entitled to a half-hour unpaid lunch break. Whenever you work a block of 6 hours or more in one day you are required by law to take at least a 20-minute unpaid break.

There may be circumstances outside our control which require us to introduce reduced working hours. This measure is a last resort and will only be used when conditions are such that redundancies would be the only viable alternative. Should these conditions arise, we retain the right to introduce reduced working and reduce salaries or wages on a pro rata basis for a very specific limited period of time that will be subject to both consultation and review.

Overtime

Overtime is payable at standard hourly rate for all agreed hours worked. Authorisation to work any overtime must first be agreed by the incumbent or your line manager, prior to working the overtime, and they will consider whether to pay overtime or agree Time Off in Lieu.

Time Off in Lieu (TOIL)

TOIL may only be accumulated within a plan agreed with the line manager. Any additional hours worked must be agreed in advance. If this agreement is not in place, then the additional hours may not qualify for the accrual of TOIL. If you identify additional hours which might justify TOIL, you should raise this with your Line Manager with a written breakdown of the hours in advance of the requirement to work them. TOIL will normally only be granted if agreed in advance with the relevant manager.

Written authorisation will be given by your manager. TOIL should normally be taken within a four-week period, where this may not be possible it must generally be taken within 3 months of accrual.

Your manager should ensure that you are given reasonable opportunities to take any accrued TOIL within the approved period and must keep a proper account of additional hours worked.

TOIL depends on mutual trust, and any suspected abuse of TOIL will be treated as a disciplinary matter.

Payments and deductions

Your salary will be paid monthly in arrears, usually on XXX day of each month, directly into your bank account. In your Terms and Conditions of Employment you authorise the PCC, in accordance with Part II of the Employment Rights Act 1996, to deduct from your salary or any other sums due to you from the PCC, any amount that you owe the PCC, including any overpayment of salary. This includes deductions for PAYE, National Insurance and any other deduction an employer is legally required to make.

In the event of any of the following or similar circumstances arising, relevant restitution costs will be debited from your pay over a reasonable period or in a lump sum if you are leaving the employment of the PCC:

* Leaving within 6 months of attending a training course for which the PCC has already paid the fees.
* Holiday taken in excess of the pro-rata annual entitlement at the time of leaving.

Pension Scheme

The PCC operates a statutory auto enrolment pension scheme as required by the Government. Employers automatically enrol all eligible employees into a qualifying workplace pension scheme or the new National Employment Savings Trust (NEST). Full details are available via your line manager or PCC Treasurer.

Holidays

The holiday year runs from 1 January to 31 December each year. Annual leave accrues monthly for the sake of calculating leave at the point of ending employment or other related matters.

*\*\*In this PCC Handbook we have set out the annual leave entitlement as 7.2 weeks as detailed below – however the PCC may prefer to include other entitlement here, so long as it is at least the statutory minimum of 5.6 weeks for all employees including part time staff. Please contact the HR Team at the diocese if you are unsure\*\**

The full-time entitlement is 7.4 weeks. This includes: 26 days leave days per annum plus the eight statutory bank holidays (New Year’s Day, Good Friday, Easter Monday, May Day, Spring Bank Holiday, Late Summer Bank Holiday, Christmas Day and Boxing Day), plus any additional public holidays; and the three days between Christmas and the New Year.

For full time or part time employees if you are required to work on a Bank Holiday, you will be entitled to take leave at another time.

For part time staff holiday will be calculated on a pro rata basis. Annual leave will be calculated inclusive of bank holiday entitlement, so any time a bank holiday day falls on one of your normal working days you should deduct that from your total.

*For example: Janet works 21 hours a week Monday – Wednesday.*

*In a full year her entitlement is 7.4 x 21 = 155.4 hours – every bank holiday that falls on a Monday should be deducted from this total as will the days between Christmas and the New Year that fall on a Monday to Wednesday – Janet will then know what her allowance is to take throughout the year.*

Holiday entitlement can be taken only following agreement with the appropriate line manager. The notice you are asked to provide for holiday must be at least one month for holidays of two weeks duration and one week for holiday requests for less than two weeks duration.

You should not make travel bookings until approval has been given. Holidays will be allocated on a first come first served basis. Holiday entitlement will only be paid in lieu upon leaving the PCC, and only for the days accrued and not taken during the current year. Any holiday taken but not accrued at the time of leaving the PCC will be deducted from your final payment.

\*\*In this PCC Handbook we have set out the criteria for carrying over annual leave but your PCC may prefer to have its own arrangements, provided no one will lose leave! Please contact the HR Team at the diocese if you are unsure\*\*

All leave should be taken before 31 December each year. In accordance with the Working Time Directive Regulations, statutory holiday must be taken – and may not be carried over to the following year nor paid in lieu. Individuals may carry over 5 working days from one year end into the following year with explicit permission and this should be taken within the first three months of that year.

Absence

All unplanned absence must be reported by you personally, if possible, as soon as you know that you will not be attending work – this should be at the latest 30 minutes before your start time and should be by phone. Email and/or text or messaging are not acceptable. Failure to contact your line manager without reasonable explanation could result in the absence being recorded as unauthorised, which may lead to disciplinary action being taken.

Sick pay

*\*\*In this PCC Handbook we have set out the criteria for statutory sick pay but your PCC may prefer to add a more generous allowance in its own arrangements. Please contact the HR Team at the diocese if you are unsure\*\**

Statutory Sick Pay (SSP) will be paid in accordance with current legislation. Please see your Terms and Conditions for specific details. A self-certification form must be completed by you for all sickness absences within 7 days of the commencement of the period of absence. If the absence is longer than 7 days (including weekends) a medical fit note is required for that and any subsequent weeks.

Refer to the policy later in this Handbook. A template Self Certification form is available in the downloadable templates provided.

Medical Examination

During your employment and depending on the circumstances it may be appropriate that you will be asked for a report from an Occupational Health doctor at an appointment arranged by us; or for a GP report. This will sit within the provisions of GDPR and you have the right to control the processing of your personal data, including medical information. Your permission will therefore be sought to allow any medical report to be shared with us.

Other Absence

Other leave may be granted in line with statutory rights and additional leave at the discretion of the incumbent. If you are required to take time off for jury service or as a witness in a court case please let your line manager know as soon as you are notified. All expenses should be claimed from the court including those allowed for loss of earnings.

Return to work

A return-to-work interview may be carried out by your line manager when you come back to work after an absence so that there can be a welfare check in with you and that appropriate support can be put in place.

Termination

Should the PCC have reason to terminate a contract of employment or should you leave the PCC’s employ voluntarily you are required to return all PCC documentation, equipment and any other property or information that is the sole property of the PCC, including databases and contact information. The PCC reserves the right to give pay in lieu of notice if this is considered appropriate.

Leaving (Exit) Interviews

When you leave your employment with us an exit interview may be offered. The interview can be carried out by a designated person and any feedback you choose to share with the PCC will be confidential (except in any specific safeguarding or whistleblowing context etc) and will be used in general terms only to improve our current policies and procedures.

Training costs

There will be a range of training that is provided or required for your role. Often this will be arranged by the Diocese e.g. safeguarding training. Where a course is external and there are any costs involved, unless you are on authorised leave e.g. sick leave, or your line manager has otherwise authorised your absence – should you fail to attend or fail to complete the course the PCC will expect you to pay 100% of the training costs.

Driving Licence

If you drive in the official course of your role with us, and are going to be using your own vehicle you will be asked from time to time to produce a valid driving licence. Failure to do so could mean that the PCC will be unable to continue employing you in that role.

Use of own vehicles

If you are required to use your own car on PCC business you will need to ensure that it is insured for business purposes, and kept regularly maintained with current MOT and Road Fund Licence for the vehicle. You should only drive if you hold a full current driving licence and you may be asked to produce your driving licence and vehicle maintenance documentation at your induction and at regular intervals thereafter.

Driving and mobile phones

You should not use a mobile phone or similar electronic device whilst driving as part of your PCC job duties unless you can use a hands-free device, like a Bluetooth headset or a phone in a cradle, as long as you do not touch it at any time during usage. The device also must not block your view of the road.

A person is regarded as “driving” for the purposes of the law if the key is in the ignition, even if their vehicle is stationary.

Expenses

Re-imbursement of expenses is achieved through completing a PCC expenses claim form, substantiated by receipts, and having it authorised by your line manager. Any expenses over £50 must be approved before the expenditure is incurred. All expenses will be reimbursed by BACS.

PCC Debit / Credit Card

Those having access to the PCC debit / credit card must seek explicit approval for its use prior to any expenditure with their line manager and Treasurer, and any expenditure should be recorded on an expenses sheet and passed to their line manager for countersignature. The cards are only to be used for purchases and expenditure directly related to the PCC.

Performance Reviews

Appraisals and informal personal development reviews may be conducted on a regular basis to recognise strengths and identify specific needs. These reviews will be carried out by your line manager in addition to general 1:1’s, appropriate supervision, and other updates as appropriate to your role.

Access to Personal Information

*\*\*In this PCC Handbook we have referred to a number of data protection issues (V and W) If you are unsure please contact the diocesan HR Team for more information\*\**

PCC aims to fulfil its obligations under the Data Protection Act 1998 and the General Data Protection Regulation 2018 to the fullest extent and therefore provides access on request to personal data held about you by the PCC.

Data Protection

As part of your terms and conditions of employment, you give the PCC permission to collect, retain and process information about you, such as age, sex and ethnic origin. This information will only be used so that we can monitor our compliance with the law and best practice in terms of equal opportunity and non-discrimination. You have the right to prevent processing likely to cause damage or distress to you or anyone else and to ask the Information Commission to assess whether the Act has been contravened.

Each member of staff is responsible for ensuring that they communicate to the PCC any changes to their personal information in writing to make sure that items such as emergency contact details are current and accurate at all times.

The information which we hold will be checked with you from time to time to ensure that it remains up to date. You are also advised in accordance with the Data Protection Act 1998 and the General Data Protection Regulation 2018 that your personal details will be retained for the purposes of processing pay, monitoring of policies and statutory requirements. This data is confidential and will not be disclosed to a third party unless required by law to do so. No information given will be used without your consent. For further information e.g. how long we keep your information for please look at our Data and Privacy Notice.

Health, Safety and Welfare

All employees are expected to comply with a safe method of working and best practice as they carry out all their duties and comply with all health and safety provisions. Please see the PCC’s Health and Safety Policy and any associated relevant policies e.g. food hygiene, working at height etc.

First Aid

*\*\*In this PCC Handbook we have referred to an Accident Book and the parish office. We realise that not all churches/PCCs have an office, so the PCC should ensure there is a book and include here where that can be found\*\**

Details on availability of a First Aider will be discussed as part of your initial Induction. Any accident, however slight, should be reported to your line manager and should be recorded in the Accident Book which is located in the main office.

Smoking

Smoking (including vaping) is not permitted anywhere in the church building or any offices we may have. In addition, if your role includes visiting people in their homes smoking and vaping are strictly prohibited in these venues. If you choose to smoke outside you must ensure that the area is kept free from all types of litter.

Alcohol, drugs and illegal Substances

No drugs or illegal substances may be brought onto or consumed/used on church premises.

Whilst it may from time to time be appropriate for an amount of alcohol to be consumed (e.g. drinks at a leaving party) you will not be permitted to remain at work if you appear to be incapable of carrying out your job role or under the influence of alcohol, drugs or any illegal substances, and you will be sent home.

Right to Search

The PCC reserves the right to carry out personal searches of employees in the workplace. Searches will only be for very specific reasons and will be conducted having regard to the section on Equal Opportunities and dignity at work in this handbook. They may be carried out at any time whilst an employee is in the workplace. If you refuse to submit to a search without good reason, this may be a serious matter and will be dealt with in accordance with the PCC’s disciplinary procedure.

PCC Property and Equipment

You are responsible for ensuring that all PCC equipment is properly taken care of. As an employee of a PCC, you could be held responsible for wilful damage, neglect or loss, which would be dealt with via the PCC disciplinary procedure should the need arise. All items of PCC equipment issued to you must be returned upon leaving the PCC.

Monitoring

The PCC reserves the right to monitor your use of work email, the internet, any access control and security systems, telephone, postal and other facilities in the workplace. The PCC expects you to be reasonable in your use of these facilities and not to abuse this trust.

Use of Telephones

Phones should be used primarily for PCC business purposes, except for occasional private use, as even incoming personal calls can be disruptive and you are expected not to abuse this facility.

Any calls that you need to take or make should be kept to a minimum within the workplace, and, wherever possible should be taken at break times.

The PCC also recognises that there may be times of home/life/health pressures where there may be a greater need for personal calls and will want to support these times. You are encouraged to talk to your line managers so that any adjustments or other support can be talked through. Non-compliance with any of the above may result in disciplinary measures being taken.

Internet, Email and Social Media

You may have access to email and the internet for exclusive use in connection with PCC business and as part of the normal execution of your duties. You are not permitted to surf the internet or spend time ‘chatting’ by email or social networking sites during your working hours.

It is an explicit requirement that you should not access or circulate any inappropriate or non-PCC material.

Logging on to sexually explicit websites or the downloading and/or circulating of pornography or obscene material or using the internet for gambling or illegal activities constitutes gross misconduct and could result in summary dismissal under the PCC’s disciplinary procedure.

Posting information or comments on social networking sites which either brings the PCC into disrepute or are about the PCC, the clergy, its employees or its parishioners will be regarded as gross misconduct and appropriate action will be taken.

Conflict of Interests

For full time employees you should not become engaged in any additional other business venture or employment without the prior knowledge of your line manager.

For full and part time employees you should not become engaged in any activity that includes other employees, parishioners or suppliers, without having first consulted the incumbent and churchwardens explicitly to ensure that any potential conflicts of interest can be clearly managed.

Statement to the media

*\*\*If you have any concerns about media issues please contact the diocesan communications team for more information and advice\*\**

No statements may be made to the media regarding PCC, its parishioners, the clergy, its employees or its ex-employees without the express permission of the incumbent or PCC Wardens. Similarly, no statements may be made regarding the wider Anglican PCC. To ensure that the PCC is not misrepresented, no discussions with the press, regarding any issue, should be carried out without prior authority from the incumbent or PCC Wardens.

Confidential information

You may not divulge or communicate to any person, or external organisation any confidential information relating to the affairs, organisation, membership or accounts of the PCC which you may have received or obtained in the course of your employment. This includes any information relating to the financial position of the PCC including in particular names of church individuals as well as any document or item marked as confidential.

This restriction will continue to apply after the termination of your employment but will cease to apply to any information which may come into the public domain through disclosure by the PCC e.g. published annual accounts. See the Whistleblowing policy for additional information.

Anti-bribery Clause

In your employment with us you should not accept any gifts or hospitality from any supplier or other person without first seeking permission from the incumbent or your line manager. It may be appropriate for you to accept a small gift, however, gifts of a value of £25 or more may not be accepted. It is advisable always to seek advice first if you aren’t sure.

If you are found to have accepted, offered or given any bribes you will face disciplinary action which could result in dismissal for gross misconduct.

Parking

Where parking is available, you must ensure you comply with any relevant parking rules. The PCC does not accept liability for any damage to vehicles and is not under contractual obligation to provide a parking space.

Adverse Weather Conditions

In the event of adverse weather conditions (flooding, snow/ice etc.) your line manager will endeavour to communicate any changes regarding any problems there may be in coming to work e.g. if the church office or similar is closed due to the weather. Under H&S national guidelines, the PCC will not encourage you to travel into work in extreme weather conditions where it is unsafe to do so. Nor should you take unreasonable risks to reach work. You should communicate with your line manager any delays or emergencies during these circumstances.

Behaviour Outside Work

The PCC recognises employees have a personal life as well as a working life, however, it is important to maintain the reputation of our church and ensure this is not brought into disrepute. Therefore, you should be mindful of any behaviour outside work which may have an impact on us. The PCC may refer to internal processes should any behaviour outside work have a substantial impact on the church, PCC and/or employment practices.

CCTV (\*Delete as applicable)

*\*\*In this PCC Handbook we have referred to CCTV but are aware not all churches will have this, if you do have this or are considering it, please do contact the diocesan Church Buildings Team for more information. If you do not you can simply delete this item\*\**

In order to ensure the safety and security of our people visiting and working in the building, we operate CCTV cameras in situ. Cameras are situated in multiple locations around the building and suitable signs are displayed advising staff/visitors that CCTV is in operation. We retain CCTV footage for a minimum of XXX days. For further information of how this information is processed, please refer to our Data Protection/GDPR policy.

# Working Practices & Performance Standards

Personal Appearance

You should attend work appearing clean and tidy ensuring a standard level of personal hygiene so that we portray a good message and image. You are expected to dress appropriately for the role for which you are employed and for meetings you attend.

Personal Protective Equipment

Should your role require any PPE the PCC will provide this. The cost of replacement items lost or wilfully or neglectfully damaged may be deducted from your pay.

Trade Unions

* The PCC does not recognise a specific union for negotiating purposes, but ensures that you are aware of your right to belong or not to belong to a Union, and the right to not be refused employment on the grounds of trade union membership or non-membership.
* The PCC is committed to communicating and dealing with you on a one-to-one basis as required by the circumstances and would always strive to ensure that you are fairly and justly treated.

Behaviour

The correct behaviour of employees of the PCC whilst dealing with colleagues, parishioners, visitors and suppliers is essential. Your behaviour reflects the PCC’s ethos.

Your conduct as you interact and communicate with colleagues whilst at work is also important and should be professional and courteous at all times. Concerns or complaints raised regarding your conduct and behaviour will be treated as serious misconduct if proven when investigated, and will be dealt with via the PCC disciplinary procedure.

Communication

* The PCC will endeavour to ensure that all our employees receive communication regarding their performance and any other feedback as soon as is practical.
* Communication is always a two-way exchange of information and the PCC encourages you to raise issues and discuss any concerns as they arise with their line manager, churchwardens or incumbent, so that every effort can be made to rectify them.

Food Hygiene

* Any employees involved with food handling for any event of any sort should always comply with H&S and first aid requirements. This includes washing your hands immediately before commencing food and drink related work and after using the toilet. Any cut or burn on the hand or arm must be covered with an approved visible dressing. Head or beard coverings and overalls where provided, must be worn at all times. If you are suffering from an infectious or contagious disease/illness, you must not report to work without clearance from a medical professional/GP.
* You must follow our PCC hygiene rules and regulations at all times.
* You must not prepare raw and cooked foods in the same area. Perishable food and drink must be kept at the appropriate temperature. Waste should be disposed of appropriately and safely in line with recycling requirements. Fruit and vegetables must be washed thoroughly before use. All tools, utensils and equipment used for cooking must be kept clean and washed between sessions.

Employment Policies

Important policies for reference

# Recruitment Policy

## Introduction

This policy sets out the PCC’s approach to recruitment and selection. The aims of the policy are:

* To ensure that we have a fair, equitable, inclusive and consistent approach to recruitment.
* To ensure that the best candidate is chosen for each job opportunity with us, based on a fair and transparent process.
* To ensure any recruitment is appropriate to the employment of ex-offenders/rehabilitation of offender’s provisions.

DBS check: A Disclosure and Barring Service (DBS) check is a criminal record check for someone applying for a specific role, being aware that there are different levels of check, depending on the nature of the role.

Safer Recruitment Guidance: Across the Church of England all PCCs are required to comply with national Church safeguarding standards in recruitment for specific roles working with children, young people and vulnerable adults.

National Church safer recruitment requirements will be confirmed with the Parish Safeguarding Officer (PSO) before a role is ready to be advertised, and recruited/appointed to - <https://www.churchofengland.org/safeguarding/policy-and-practice-guidance>

[Confidential Declaration form](https://www.churchofengland.org/sites/default/files/2025-05/cofe-cdf-e-manual-may-2025.docx): This is a form as part of the DBS process that is required within safer recruitment practice.

## Job description and person specification

Every role will have a clear job description of tasks and responsibilities as well as some generic elements (such as health and safety for example). No job will be advertised without the express approval of the PCC.

Where there are specific qualification requirements, safeguarding requirements, or where an occupational requirement can be legally applied to a role this will be clearly explained (e.g. where being a Christian is an essential core to the role and so on).

## Application and shortlisting process

The PCC will only accept application forms for any role which reaches a DBS threshold as part of the National Church safer recruitment processes.

For other roles a CV and covering letter may be acceptable. Every job advert will make it clear how to apply for a role. Shortlisting will take place focusing on agreed key criteria for the role.

## Interviewing

At least one, ideally every PCC member on an interview panel will have completed the National Church Safer Recruitment online training module and records will be kept by the Parish Safeguarding Officer.

## References, qualifications, and checks

All roles will be offered ‘subject to satisfactory references’ and DBS check where appropriate. NO ONE will begin work with us before these are in place. References and DBS checks will be retained. Where appropriate evidence of qualifications for a role may be required.

## Feedback

The PCC recognise that it is usual for unsuccessful candidates to seek feedback as to why they weren’t successful on the day. This is important as constructive feedback will help them in their professional development – however, care will be taken here to ensure that feedback isn’t subjective.

## Offers of employment

An Offer Letter will be sent to the successful candidate and will include:

* the offer is subject to references, DBS check if appropriate, Right to Work evidence
* confirmation of the conditions of the offer e.g. fixed term, full time/part time, or timeframe for the role
* salary and payroll details
* pension details if appropriate
* annual leave entitlement
* the probation timescale (and the PCC right to terminate with pay).
* a request for any other documentary evidence required, e.g. driving licence, work permits, qualification evidence if required, DBS check etc
* potential start date
* anything specific to the role

## Rehabilitation of Offenders/Recruitment of Ex-Offenders

Within recruitment processes the PCC will not unfairly discriminate against any applicant for employment on the basis of conviction or other details disclosed. The PCC makes appointment decisions on the basis of merit and ability. If an applicant has a criminal record this will not automatically bar them from employment with the PCC. Each case will be decided on its merits in accordance with objective assessment criteria.

A failure to disclose a previous conviction (which should be declared) may lead to an application being rejected or, if the failure to disclose is discovered after employment has started, may lead to summary dismissal on the grounds of gross misconduct. A failure to disclose a previous conviction may also amount to a criminal offence.

It is unlawful for the PCC to employ anyone into a position amounting to ‘regulated activity’ who is barred from working with vulnerable groups. It is a criminal offence for any person who is barred from working with vulnerable groups to apply for a position involving regulated activity for the PCC. The PCC will make a report to the Police and/or the DBS if it receives an application for a role involving ‘regulated activity’ from a barred person.

In following National Church safer recruitment policies and practices, any relevant matter revealed on a DBS certificate about an applicant will be discussed with them in confidence by the Diocesan Safeguarding Officer or deputy along with an HR adviser so that any appropriate risk assessment or other provisions required are put in place. Only as a last resort/where appropriate will a conditional offer be withdrawn.

If the DBS check reveals any matching information against the DBS barred list(s) or any criminal conviction which precludes them from working with children and / or vulnerable adults the applicant is deemed non-appointable. In this circumstance, we would notify the relevant statutory services.

# Equality Statement

The PCC recognises the breadth of the Equality Act 2010 and strives to be an equal opportunity employer where this is possible and appropriate and is committed to ensuring that you are treated fairly and equally.

You will not be treated less favourably or discriminated against in any way regardless of colour, race, age, nationality, ethnic or national origin, religion or belief, sex, civil partnership status, sexual orientation, pregnancy and/or maternity or marital status, disability, or if they are intending to undergo, undergoing, or have undergone gender reassignment where any of these cannot be shown to be a requirement of the job or office concerned (and where this is the case we will clearly set out the circumstances).

Our objective is to ensure that no applicant or employee receives less favourable treatment, and that, wherever possible, they are given the help they need to attain their full potential to the benefit of the Church and themselves.

## Selection and recruitment

Selection criteria (job description and person specification) will be kept under constant review to ensure that they are justifiable on non-discriminatory grounds as being essential for the effective performance of the job.

## Applying an Occupational Requirement - Christian

For some specific roles we are legally able to apply an Occupational Requirement for the post-holder to be a practising Christian.

This will clearly be set out in the job pack and must be an essential as core to the skills and knowledge required for the role (not ‘would be nice if…’). Ideally where this is applied we would very much encourage you to worship with us at our church on a regular basis. All our employees are always welcome to explore their faith journey with the church.

# Bullying and Harassment Policy

## Introduction

Many people in our society may sadly be victimised and harassed and bullied because of, for example, their race, colour, ethnic or national origin, religious belief, political opinion or affiliation, sex, marital status, pregnancy or maternity, sexual orientation, gender reassignment, age or disability.

Personal harassment and bullying can exist in the workplace, as well as outside, and this can seriously affect your working life by interfering with your job performance or by creating a stressful, intimidating, unpleasant working environment.

Our church and the PCC are committed to providing a working environment free from harassment and bullying, and ensuring everyone is treated and treats others with dignity and respect. Whatever form it takes, personal harassment or bullying behaviour is always taken seriously and is unacceptable, and the PCC will seek to ensure that the working environment is sympathetic to all its employees and job applicants.

## Policy

These procedures have been included in this handbook to reinforce to all staff the type of behaviour that is unacceptable and provide employees who are the victims of personal harassment and bullying with a means of redress.

This policy covers harassment or bullying which occurs at work and out of the workplace, such as on work trips or at work-related events or social functions. It covers bullying and harassment by staff (which may include consultants, contractors and agency workers) and also by third parties such as customers, suppliers or visitors to our premises. The PCC has an explicit duty to implement this policy and all staff are expected to comply with it.

## Examples of personal harassment and bullying

Personal harassment and bullying may take many forms, including physical, verbal and non-verbal conduct (such as mail, email, social media, telephone conversations etc), and employees may not always realise that their behaviour constitutes harassment or bullying.

Personal harassment is unwanted behaviour that has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. It also includes treating someone less favourably because they have submitted or refused to submit to such behaviour in the past.

Unlawful harassment may involve conduct of a sexual nature (sexual harassment), or it may be related to age, disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation. Harassment is unacceptable even if it does not fall within any of these categories.

Examples of harassment include, for example:

* being made to feel frightened or intimidated
* insensitive jokes and pranks
* lewd or abusive comments about appearance
* deliberate exclusion from conversations
* displaying abusive or offensive writing or material
* unwelcome touching and/or attention
* abusive, threatening or insulting words or behaviour.

A person may be harassed even if they were not the intended ‘target’. For example, a person may be harassed by racist jokes about a different ethnic group if the jokes create an offensive environment.

Bullying is a form of psychological harassment. It is offensive, intimidating, malicious or insulting behaviour which can undermine self-esteem, confidence, competence, effectiveness and integrity or make a person feel vulnerable, upset, humiliated or threatened. Bullying can take the form of physical, verbal and non-verbal conduct. Examples of bullying may include:

* continual, undeserved criticism
* undermining or disrespectful behaviour in person or in communications
* arbitrary and inconsistent demands
* being disrespected or put down (‘degraded’)
* imposition of unreasonable deadlines
* shouting, swearing and offensive language
* displaying overbearing or intrusive behaviour
* physical or psychological threats.

These examples are not exhaustive and staff should be aware that where harassment of bullying takes place, disciplinary action at the appropriate level will be taken.

Personal harassment and/or bullying might form:

* a regular pattern of behaviour
* be a one-off incident
* happen face to face, on social media, in emails or phone calls
* not always be obvious to, or noticed by, others.

For the avoidance of doubt, personal harassment or bullying behaviour of any form is not acceptable and will be taken seriously by PCC and anyone with any concerns at any time are encouraged to speak up with confidence.

Complaining about personal harassment and bullying

**An informal complaint**

Complaints of personal harassment, and particularly of sexual harassment, and bullying can sometimes be of a sensitive or intimate nature and you may not feel able to raise the issue through the normal Grievance Procedure.

In these circumstances, you are encouraged to raise such issues with a senior colleague of their choice (whether or not that person has a direct supervisory responsibility) as a confidential helper. This person should not be the person who will be responsible for investigating the matter if it becomes a formal complaint later on.

If you are the victim of harassment or bullying behaviour they can (on their own or with the assistance of a confidential helper) make it clear to the harasser on an informal verbal basis that their behaviour is unwelcome and they are being asked to stop.

If this is not possible, a written request to the harasser may be appropriate and their confidential helper can assist with this also.

**A formal complaint**

If you do not feel able to raise the problem informally with the person responsible, or where the informal approach fails or if the harassment or bullying is more serious, you should bring the matter to the attention of the line manager or other appropriate person as soon as possible in a formal written complaint (the confidential helper can assist with this).

If possible, keep notes or a diary of the harassment or bullying so that the written complaint can include:

* the name of the alleged harasser or bully
* the nature of the alleged harassment or bullying
* the dates and times when the alleged harassment or bullying occurred
* the names of any witnesses
* any action already taken by an employee to stop the alleged harassment or bullying.

On receipt of a formal complaint, arrangements will be made in order to separate an employee from the alleged harasser/bully to enable an uninterrupted investigation to take place.

We will investigate complaints in a timely, respectful and confidential matter. Individuals not involved in the complaint or the investigation should not be told about it.

Within the processes it may be appropriate to put in place a temporary transfer of the alleged harasser/bully to another work area or suspension with pay until the matter has been resolved.

The PCC will ensure that the complainant and the alleged perpetrator have the right at all times during the complaint/investigation process to be accompanied by a confidential helper or another work colleague. Both parties must take all reasonable steps to attend the arranged meetings.

Those involved in the investigation will be expected to act in confidence and any breach of confidence will be a disciplinary matter.

On conclusion of the investigation, which will normally be within 10 working days of the initial meeting, a draft report of the findings and of the investigator's proposed decision will be sent, in writing, to the complainant and to the alleged harasser/bully.

If the complainant or the alleged harasser/bully are dissatisfied with the draft report or with the proposed decision, this should be raised with the investigator within five working days of receiving the draft.

Any points of concern will be considered by the investigator before a final report is sent, in writing, to the appropriate manager, the complainant and to the alleged harasser/bully. Employees have the right to appeal against the findings of the investigator in accordance with the appeal provisions of the Grievance Procedure.

**Follow up**

If the report concludes that the allegation is well founded, the harasser/bully will be liable to disciplinary action in accordance with the disciplinary and disciplinary dismissal policy and procedure as a case of possible misconduct of gross misconduct. If the harasser or bully is a third party, such as a visitor, we will always consider what action could be most appropriate to deal with the problem according to the situation.

An employee who receives a formal warning or who is dismissed for harassment or bullying may appeal by using the disciplinary appeal procedure.

Whether or not a complaint is upheld, we will consider how best to manage any ongoing working relationship between those concerned.

Staff who bring a complaint of harassment/bullying in good faith or who participate in any investigation in good faith will not be victimised or suffer any retaliation for having brought the complaint. Anyone found to have retaliated against or victimised someone in this way will be subject to disciplinary action in accordance with the Disciplinary Procedure.

If the report concludes that the complaint is both untrue and has been brought with malicious intent, disciplinary action may be taken against them.

## Confidentiality and record-keeping

Confidentiality is an important part of the procedures provided under this policy. Details of the investigation and the names of the person making the complaint and the person accused must only be disclosed on a ‘need to know’ basis. Breach of confidentiality may give rise to disciplinary action under our Disciplinary Procedure.

Information about a complaint by or about an employee may be retained, along with a record of the outcome and of any notes or other documents compiled during the process.

# Family Friendly Leave Policy

The PCC undertakes to ensure that all our family friendly rights as set out below follow the Statutory provisions (ACAS).

This includes:

* Statutory Maternity leave and pay
* Shared maternity leave and pay
* Statutory Paternity leave and pay
* Shared parental leave and pay
* Adoption leave and pay
* Shared adoption leave and pay
* Flexible working
* Dependents Care
* Neo Natal care

*\*\*In this PCC Handbook we have referred to a range of policies. Currently the new Employment Rights Bill (ERB) 2026 is under government processes so PCCs are advised to check the ACAS website if you are unsure your policy is currently up to date, or if you are unsure please contact the diocesan HR Team for more information. When the outcome of the new Bill is known the Diocesan HR Team will provide updated versions of this Handbook for PCCs to adapt and use\*\**

## Harassment, Victimisation and Bullying at work

The PCC will not tolerate any form of harassment, victimisation or bullying at work. Any behaviour which is perceived as intimidating, upsetting, embarrassing, humiliating, offensive or malicious and is directed against an individual by an employee of the PCC will be investigated swiftly and confidentially and may be treated as a disciplinary offence.

## Wellbeing, standards support and development

The PCC strives to ensure that all of its employees are developed throughout their employment with the church both in terms of technical knowledge and individual progression.

Employees will be given training on relevant equipment as part of the induction process. As other needs arise training will be discussed and implemented with the individuals concerned.

Some training is mandatory and will be explained to each employee. Failure to comply with mandatory training may result in disciplinary action being taken.

## Mental health aware and Stress management at work

The PCC aims to be a mental health aware church – and in addition encourages the creation of a working environment in which opportunities can be identified to enhance the well-being of all our employees and promotes a healthy and safe workplace which fosters a culture of trust, co-operation, support and mutual respect, where all staff treat each other with dignity and strive to be non-judgmental.

The PCC seeks to maximise the physical and psychological health of all staff by offering timely, effective and appropriate support to staff in managing their wellbeing.

## Health and Safety

The PCC aims to provide and maintain working conditions, equipment and systems of work, which are safe and healthy for all our employees, and to provide information, training and supervision sufficient to maintain safety and to ensure safe storage/use of substances and equipment.

To help prevent accidents and cases of work-related ill health and provide adequate control of health and safety risks arising from work activities all employees must take responsibility for health and safety of themselves and others and comply with our policies and practices adhering to safe working practices at all times. Should employees have any concerns they must raise them with their line manager.

The church PCC has employee liability insurance and takes overall responsibility for oversight of and implementing this policy. Our policy will be revised in the light of changes in circumstances, amendments in the law, or where there are better and more effective practices we can implement.

# Lone-Working Policy

## Introduction

We are committed to ensuring the health and safety of our people, and have a legal duty to ensure the health, safety and welfare of our employees while at work. There may be times when people are working alone, either in our premises, working from home or when operating on our behalf externally. The purpose of this policy is to provide a framework for reducing and managing the risks when people are working alone.

## Definitions

Lone worker: The Health and Safety Executive defines lone workers as those who work by themselves, without close or direct supervision, for example:

* People working separately from others in a building
* People who work outside ‘normal’ hours
* People who work away from their fixed base without colleagues
* People who work at home other than in low risk, office-type work.

## Our responsibilities for supporting lone workers

1. **Identifying risks**

Working alone can involve situations with varying degrees and types of risk. We are responsible for assessing these risks and taking steps to avoid or control the risks where necessary.

People who work alone will face the same risks in their work as others doing similar tasks. However, additionally they may encounter the following:

* Accidents or sudden illnesses when there is no-one to call for help or no first aid available;
* Fire;
* Violence or the threat of violence;
* Lack of safe way in or out of a building for example, danger of being accidentally locked in;
* Attempting tasks which cannot safely be done by one person alone.

If an employee’s role involves working alone, their manager will complete a risk assessment to identify potential risks relating to:

* + The environment(s) where you are working – location, security, access, travel;
  + The context – the nature of the work, any special circumstances;
  + The individual – health conditions or other personal or specific factors;

History – any previous incidents in similar situations.

1. **Putting measures in place to minimise potential risks**

Where your manager identifies potential risks with lone working, they will put measures in place to minimise these, which will be specific to the risks identified. Where there is any reasonable doubt about the safety of a lone worker in a given situation, they will consider sending a second worker or making other arrangements to complete the task.

1. **Supervision and training**

In your induction or when you start working alone, your manager will ensure that you have training that covers lone working, so that you understand the risks and safety precautions. If you are new to a role involving lone working, your manager may also arrange for you to be accompanied initially. Your manager will plan for regular contact with you, and we ensure that employees carrying out duties alone have a mobile phone available at all times to enable them to contact someone in the event of an emergency.

## Your responsibilities when working alone

If you are working alone, you are responsible for following safe systems of work and should take any steps you can to reduce the risks associated with carrying out your duties.

* Make sure you know our Health and Safety policy, fire, accident and emergency procedures.
* If you identify a new risk in your work environment or task – or if your personal circumstances change (e.g. you develop a health condition that could increase the risk of working alone), you should let your manager know as soon as possible.
* If you are working alone in one of our premises (e.g. in a remote part of the building or outside normal office hours) or in an external venue, you must notify your manager, using the procedure agreed in your risk assessment.
* If you are working from home, you should ensure you have undertaken the Display Screen Equipment assessment and risk assessment for working from home.

If you feel unsafe when working alone, you must remove yourself from the situation immediately and report the incident to your manager. If an incident occurs when you are working alone, you must report this to your manager as soon as possible.

# Flexible Working Policy

## Introduction

Government resource: [www.gov.uk/flexible-working](http://www.gov.uk/flexible-working)

This policy is intended to provide guidance on the statutory entitlement to request flexible working. The PCC will consider all requests in a reasonable manner.

Requests will be considered and a decision reached within three months from receipt of the request, unless mutually agreed otherwise. The timeframes set out in this policy are otherwise indicative only and may be extended or varied at the PCC's discretion.

The line manager/PCC will consider each flexible working request on a case-by-case basis. The fact that the PCC has been able to agree one request does not necessarily mean that it will be able to agree future requests.

The PCC has the duty to ensure that any request is properly considered by the line manager/PCC and to give reasons where a request is not upheld.

Flexible working should not be confused with flexi-time (see Flexi-time policy which is more about time off in lieu of additional hours or other flexible day-to-day working where employees work their contractual hours on a flexible working week/month basis).

## Qualifying criteria

To be eligible to make a flexible working request you must be an employee. This is a day-one-of-employment statutory right to request flexible working - the decision to confirm and agree or decline the request is that of the PCC.

## Flexible working request arrangements

A flexible working request under this policy means a request by an employee to do any of the following:

* reduce their working hours
* reduce or vary the days they work
* work from a different location (for example from home).

You should write formally to the line manager detailing:

* the date of the flexible working application and details of any previous application
* a statement that the request is being made under the statutory right to request a flexible working arrangement
* the nature of the flexible pattern requested and when they would wish the new arrangement to start
* an explanation of any effect that they think the proposed change will have and suggestions as to how these may be dealt with/mitigated.

You should hear within 28 days a decision either agreeing the request, or inviting you to a meeting to discuss the request further. You will be given the right to be accompanied to the meeting by a colleague. The PCC will inform the employee in writing of its decision as soon as possible after the meeting.

The PCC/line manager will consider flexible working requests carefully and consider the benefits of the requested change(s) and weigh these against the adverse impact of implementing the changes.

An employee's request may be refused by the PCC for one or more of the following business reasons:

* the burden of additional costs
* detrimental effect on ability to meet customer demand
* inability to reorganise work among existing staff
* inability to recruit additional staff
* detrimental impact on quality
* detrimental impact on performance
* insufficiency of work during the periods that the employee proposes to work
* planned changes.

If the PCC is unable to agree to an employee's request, this will be confirmed in writing together with which of the above reasons applies in the employee's case. This letter will also set out the appeal procedure.

Where the request is agreed, the PCC will write to you with details of the new working arrangements and the date on which they will commence. You will be asked to sign and return a copy of the letter. Unless otherwise agreed, changes to their terms of employment will be permanent and they may be issued with an updated Job Description if appropriate.

## Appeal

You may appeal in writing within 14 days of receiving the PCC's written decision.

The employee's appeal must be dated and must set out the grounds on which they are appealing.

The line manager will arrange for a meeting with them or a nominated PCC representative and you to discuss your appeal. You may bring a colleague to the meeting.

The line manager/PCC representative will tell you in writing of their final decision as soon as possible after the appeal meeting, including reasons. There is no further right of appeal.

# Social Media & IT Policy

## Introduction

The purpose of this social media & IT policy is to minimise the risks to the PCC through the use of social media.

This policy deals with the use of all forms of social media, including Facebook, LinkedIn, X, Google+, Wikipedia, TikTok, Instagram and all other social networking sites, Internet postings, blogs and platforms, WhatsApp and texts. It applies to use of social media for church /PCC purposes as well as personal use that may realistically be seen to affect the church in any way.

This policy applies to all staff and sets out the requirements staff must comply with when using PCC IT and when otherwise using IT and computers in connection with their job.

Failure to comply with this policy may be dealt with under the Disciplinary Procedure and, in serious cases, may be treated as gross misconduct leading to summary dismissal.

## Personal use of social media

While employees may have and maintain their own personal sites/social media accounts, they should remain aware that personal use of social media is never permitted during work time on any PCC systems, networks, computers and devices, or other IT resources and communications systems, or on personal phones or devices unless with specific permission due to role etc.

## Prohibited use

Employees must avoid making any social media communications that could damage the interests or reputation of the church, even indirectly.

Employees must not use social media to defame or disparage the church, PCC, our staff or any third party; to harass, bully or unlawfully discriminate against staff or third parties; to make false or misleading statements; or to impersonate colleagues or third parties.

Employees must not express opinions on behalf of the PCC via social media, unless expressly authorised to do so by their manager. Any misuse of social media should be reported.

## Guidelines for responsible use of social media

Where a communication tool such as blogging and tweeting is used and maintained as mechanisms for representing the PCC or where staff have their own accounts they should remain vigilant about the information or range of opinions they are ‘disclosing’, be it about an organisation or member of staff, and should also be mindful of relevant legislation on copyright.

Employees should make it clear in social media postings, or in their personal profile, that they are speaking on their own behalf. Write in the first person and use a personal email address.

Be respectful to others when making any statement on social media and be aware that they are personally responsible for all communications which will be published on the Internet for anyone to see.

If you disclose your affiliation with us on your profile or in any social media postings, you must state that your views do not represent those of your employer (unless you have been authorised to speak on our behalf as set out above). You should also ensure that your profile and any content you post are consistent with the professional image you present to clients and colleagues.

If you are uncertain or concerned about the appropriateness of any statement or posting, refrain from posting it until you have discussed it with your manager.

If you see social media content that disparages or reflects poorly on us, you should report it as soon as possible.

## IT equipment

You should not use personal IT equipment for work purposes without explicit permission and appropriate safeguards recorded and in place.

You are responsible for the security of the equipment allocated to or used by you, and you must not allow it to be used by anyone other than in accordance with this policy.

## No expectation of privacy

The PCC reserve the right to retrieve the contents of email messages or check internal usage (including pages visited and searches made) as reasonably necessary in the interests of the business for the following purposes (this list is not exhaustive):

* to monitor whether the use of the email system or the Internet is legitimate and in accordance with this policy;
* to find lost messages or to retrieve messages lost due to computer failure;
* to assist in the investigation of alleged wrongdoing; or
* to comply with any legal obligations.

## Passwords

You should use passwords on all IT equipment, particularly items that you take outside of church offices/premises/out of the office.

## Installation of unauthorised software on PCC IT

Staff should be aware of the potential damage that can be caused by computer viruses and other malicious code. Staff are prohibited from loading unauthorised discs or software on to computers/devices, introducing any hardware, programs or data, downloading or installing software from external sources, opening suspicious emails, or attaching any devices or equipment (including but not limited to mobile phones, tablet computers or USB storage devices) to PCC equipment without prior permission. This includes, but is not limited to, the loading of games and other 'personal' software, including screensavers. The PCC reserves the right to remove all such software at its discretion and without warning.

## Virus detection

Files obtained from sources outside may contain dangerous computer viruses.

You should exercise particular caution when opening unsolicited emails from unknown sources. If an email looks suspicious, do not reply to it, open any attachments or click any links in it. Suspicious emails should be reported.

## Email

Staff are expected to adopt a professional tone and observe appropriate etiquette when communicating by email. Staff must not send abusive, obscene, discriminatory, racist, harassing, derogatory, defamatory, pornographic or otherwise inappropriate emails.

Staff should not use their own personal email account to send or receive email for the purposes of their work unless specific permission has been given and agreed safeguards are in place.

## Using the Internet

Internet access is provided primarily for business purposes. Occasional personal use may be permitted as set out below.

Staff should not access any web page or download any image or other file from the Internet which could be regarded as illegal, offensive, in bad taste or immoral. Even web content that is legal in the UK may be in sufficient bad taste to fall within this prohibition. As a general rule, if any person (whether intended to view the page or not) might be offended by the contents of a page, or it might be a source of embarrassment if made public, then viewing it will be a breach of this policy.

The PCC may block or restrict access to some websites at its discretion to its owned IT provisions.

## Private use of PCC provided IT facilities

The PCC permits the incidental use of its systems to send personal email, browse the Internet and make personal telephone calls subject to certain conditions. Private use is a privilege and not a right. It must not be overused or abused. The PCC may withdraw permission for it at any time or restrict access at our discretion.

## Prohibited use of PCC provided IT systems

Use of PCC computer resources for any of the following activities is strictly prohibited and failure to comply may result in disciplinary action being taken (this list is not exhaustive):

* knowingly disseminating or storing commercial advertisements, solicitations, promotions, destructive programs (that is, viruses or self-replicating code), political information, or any other unauthorised material
* wasting computer resources by, among other things, sending mass mailings or chain letters, spending excessive amounts of time on the Internet, playing games during working hours, engaging in online chat groups, printing multiple copies of personal documents, or otherwise creating unnecessary network traffic
* violating any British, European, or international law.

Accessing, viewing, creating, broadcasting or distributing any of the following material will usually amount to gross misconduct (this list is not exhaustive):

* pornographic material (that is, writing, pictures, films and video clips of a sexually explicit or arousing nature);
* offensive, obscene, or criminal material or material which is liable to cause embarrassment to us or to our clients;
* a false and defamatory statement about any person or organisation;
* material which is discriminatory, offensive, derogatory or may cause embarrassment to others (including material which breaches our Anti-harassment and Bullying Policy);
* confidential information about us or any of our staff or clients (except as authorised in the proper performance of your duties);
* unauthorised software;
* any other statement which is likely to create any criminal or civil liability (for you or us); or
* music or video files or other material in breach of copyright.

Any such action will be treated very seriously and is likely to result in summary dismissal.

## Violations

Violations to this policy may result in disciplinary action and may result in summary dismissal.

# Menopause Policy

## Introduction

We are committed to the wellbeing of our people as well as providing an inclusive and supportive workplace. We recognise that people can experience significant life events during their career with us, one of which is the menopause. The purpose of this policy is to set out guidelines on how we will support people undergoing the menopause.

## About the menopause

The menopause occurs when there is a change in the balance of the body’s sex hormones and happens when the body no longer releases eggs. Oestrogen levels also decline which ultimately results in the menstrual cycle stopping.

Usually, menopause occurs between ages 45-55 and can typically last between 4-8 years. That said every woman is different and therefore every woman will differ in their experience of the menopause.

It can also occur because of certain medical treatments, such as surgery to remove ovaries, some breast cancer treatments, chemotherapy, radiotherapy or even by some medical conditions such as Down’s Syndrome or Addison’s Disease.

*Perimenopause* – the time leading up to the menopause, where symptoms may be experienced.

*Menopause* – normally when someone has not had a period for 12 months.

*Premature Menopause* – when the menopause is experienced before the age of 40.

Post Menopause – the time beyond the menopause.

Symptoms can vary person to person and the extent to which they have an impact can also vary. Some symptoms can be quite severe and impact significantly on everyday activities. There is no definitive list of symptoms, but they can include:

* Hot flushes
* Night sweats
* Difficulty sleeping
* Migraines/headaches
* Dizziness
* Fatigue
* Memory loss
* Low mood or anxiety
* Poor concentration
* Mood swings
* Irregular periods / heavy bleeding
* Recurrent urinary tract infections
* Bone and joint problems

## Roles and responsibilities

##### Employee responsibilities

Employees are responsible for taking reasonable care and responsibility for your own health and wellbeing. If you are experiencing any stages of the menopause, we encourage you to seek advice from your GP and to be open to having conversations with your manager about the impact the menopause is having on you.

##### Manager responsibilities

If you are a manager, you should treat all colleagues with dignity and respect when holding discussions about an individual’s experience of the menopause and recognise that each person’s experience may differ. By engaging in open discussion, you can help remove the taboo in talking about the menopause. You also have a responsibility to ensure any risks are appropriately managed in line with our health and safety procedures.

## Support for people undergoing the menopause

##### Risk assessment

As part of our health and safety responsibilities, we ensure that our risk assessment takes account of those going through the menopause. Any significant hazards and risks identified will be assessed and the findings recorded in writing. The risk assessment will identify appropriate adjustments we can make at work to support the individual with their experience of the menopause.

##### Workplace Wellbeing Plan

If you are undergoing the menopause, you may find it helpful to make adjustments to your work, such as your hours (e.g. flexible working request), your job role, or your work environment (e.g. changing the room temperature, using a desk fan). If you speak to your manager, they will work with you to understand your needs and create a Workplace Wellbeing Plan to include any adjustments that we are able to put in place to support you. You may also wish to seek advice from a medical professional to help with this discussion. This could be through a referral to Occupational Health or privately through your GP or pharmacist.

We will make workplace adjustments on a case-by-case basis, balancing the needs of the individual with the needs of the PCC.

## Find out more

We encourage anyone undergoing the menopause, as well as managers who may be supporting individuals to access official medical guidance, such as:

NHS Menopause overview <https://www.nhs.uk/conditions/menopause/>

The Menopause charity <https://www.themenopausecharity.org/>

Menopause Matters: <https://www.menopausematters.co.uk/>

Daisy Network: <https://www.daisynetwork.org/>

# Wellbeing at Work Policy

## Introduction

We are committed to protecting the health, safety and wellbeing of all our people. We seek to provide a supportive environment and working culture that promotes mental and physical wellbeing for all. We recognise that workplace stress and other issues that impact on wellbeing can affect employees’ health and safety. Under the Management of Health and Safety at Work Regulations (1999) and the Health and Safety at Work Act (1974) we have duties to take reasonable care to ensure that your health is not put at risk by excessive pressures or demands arising from the way work is organised.

The purpose of this policy is to give guidance about how to recognise signs and symptoms of stress, and information about how we support people experiencing stress.

## What is stress?

The Health and Safety Executive defines stress as “the adverse reaction people have to excessive pressure or other types of demand placed on them”. This makes an important distinction between pressure and stress.

Certain levels of pressure are acceptable and normal in every job - they can improve performance, enable people to meet their full potential and provide a sense of achievement. However, when pressure becomes excessive it produces stress, which can be detrimental to health. There are many potential causes of work-related stress including the nature of the job itself, work organisation/ workload, time pressures, the work environment, poor communication, bullying/harassment, relationships with supervisors/colleagues, feelings of job insecurity and lack of control.

There can also be causes of pressure outside, as well as inside, work. They might be the result of unexpected or traumatic events such as accidents, illness, bereavement, family breakdown or financial worries, and if excessive, these pressures can also lead to stress, which can affect an individual’s ability to cope with the demands of their job.

What triggers stress and people’s ability to deal with stress varies from person to person.

## Recognising stress

Anyone can suffer from stress and symptoms can vary from person to person. If you are stressed, you might experience any of the following.

Behaviourally, you might:

* Find it hard to sleep;
* Change your eating habits;
* Smoke or drink more;
* Avoid friends and family;
* Experience sexual problems.

Physically, you might:

* Feel more tired;
* Experience indigestion and nausea;
* Have headaches;
* Get aching muscles;
* Experience palpitations.

Mentally, you might:

* Be more indecisive;
* Find it hard to concentrate;
* Suffer loss of memory;
* Experience feelings of inadequacy;
* Experience low self-esteem.

Emotionally, you might:

* Get irritable or angry;
* Be anxious;
* Feel numb;
* Be hypersensitive;
* Feel drained and listless.

## Responsibilities

##### Your responsibilities

You are responsible for taking reasonable care and responsibility for your own health and wellbeing, and for managing your own work to the best of your ability. If you are experiencing stress or think you are at risk of experiencing stress, arrange a meeting to discuss the situation with your manager.

##### Manager responsibilities

If you are a manager, you should treat colleagues with sensitivity and respect when holding discussions about an individual’s experience of stress and recognise that each person’s experience may differ. You also have a responsibility to ensure any risks are appropriately managed in line with our health and safety procedures, for example, by ensuring your direct reports have training and support to manage their workloads.

##### Organisational responsibilities

The PCC has overall responsibility for the effective operation of this policy and for ensuring compliance with the relevant statutory framework.

## Support for people experiencing stress

##### Risk assessment

As part of our health and safety responsibilities, we ensure that our risk assessment takes account of the Health and Safety Executive’s factors that can lead to work-related stress:

* The level of demand in someone’s job;
* The level of control someone has over the way they do their work;
* The level of information and support someone has to do their work;
* The nature of the relationships someone has with colleagues;
* The extent to which someone understands their role and responsibilities;
* The extent to which someone is engaged when the organisation is undergoing change.

Any significant hazards and risks identified will be assessed and the findings recorded in writing.

##### Workplace Wellbeing Plan

If you are experiencing stress or may be at risk of experiencing stress, you should arrange a meeting with your manager to raise your concerns. If you speak to your manager they will work with you to understand the situation and create a Workplace Wellbeing Plan to include any measures that we are able to put in place to support you. We will make workplace adjustments on a case-by-case basis, balancing the needs of the individual with the need of the business.

Some examples of measures that might be appropriate in the case of work-related stress are:

* Reviewing your workload and/or processes (e.g. how work is done);
* Supporting you to raise a complaint (e.g. if the stress is caused by harassment or bullying);
* Identifying training to help either with any issues you are experiencing;
* Referring you to Occupational Health for advice.

# Sickness Absence Policy

## Introduction

Government resource: [www.gov.uk/statutory-sick-pay/overview](http://www.gov.uk/statutory-sick-pay/overview)

Managers should take an active role in managing absences. In general, short-term absences may indicate little – however, recurrent periods of absence and longer-term absence may be indicative of anything from a serious medical condition, a disciplinary problem, poor morale, a team problem, or a misunderstanding of the rules.

Employees should feel able to discuss concerns about their absence in confidence with their line manager.

We are aware that sickness absence may result from a disability and the PCC is committed to supporting staff with disabilities accordance with its obligations under the Equality Act 2010.

If you consider that you are affected by a disability or any medical condition which affects your ability to undertake your work, please do talk to your line manager so that we can discuss any steps which the PCC could reasonably put in place to support a member of staff in the fulfilment of their duties.

If you are absent on sick leave, you should expect to be contacted from time to time by your line manager in order to discuss your state of health and expected length of continued absence from work. Such contact is intended to provide reassurance and will be kept to a reasonable minimum. If you have a preferred method of communication, you should let your line manager know and, where reasonably practicable, this will be taken into account.

## Reporting arrangements

Employees must notify their line manager at the earliest opportunity and, other than in exceptional circumstances, no later than 10am on the first day of absence.

Notification must be made in person or by a delegated person – this can be done by telephone or other electronic communication as appropriate and an indication given as to how long the absence may last. Any messages made by email or text should be followed up in person as soon as possible to ensure it arrived safely.

If an absence is likely to be more than seven calendar days, you must notify their appropriate line manager and send in authorised GP’s sickness certificates at regular intervals.

For periods of up to seven calendar days, employees must complete a self-certification absence form.

## Returning to work

On any return to work, a manager may hold an appropriate ‘Return to Work’ meeting with you. This is important as there may be discussions about particular reasonable adjustments the line manager/PCC may need to make to support the employee in the long term.

Where appropriate, a line manager may work to design a phased return to work where this would be helpful to assist the employee to take up their role in managed and supported ways.

## Payments during absence

*\*\*In this PCC Handbook we have set out the criteria for statutory sick pay but your PCC may prefer to add a more generous allowance in its own arrangements. Please contact the HR Team at the diocese if you are unsure\*\**

Statutory Sick Pay (SSP) will be paid in accordance with current legislation. A self-certification form must be completed by you for all sickness absences within 7 days of the commencement of the period of absence. If the absence is longer than 7 days (including weekends) a medical fit note is required for that and any subsequent weeks.

## Calculating sick leave

Sick leave is calculated on a rolling year basis, i.e. cumulative within any 12-month period. (For example, if an employee was sick for three months from April to June and then sick again the following March, the rolling year goes back to the previous 12-month period and so the April to June absence is included.)

## Long-term sickness

Long-term sickness is defined as a period of absence, which continues for a number of consecutive weeks/months.

During a period of prolonged sickness absence, the appropriate line manager will arrange to visit the employee to discuss progress and/or to keep them informed of news.

## Procedure

If the line manager is concerned with a level of sickness absence as a first step this will be investigated. An investigation may (depending on the circumstances) involve:

* a review of your sickness record;
* meeting with you to obtain your views on your health, including any medical report, any steps which could reasonably be put in place to support you in the performance of your duties and, where relevant, a likely date for a return to work and any steps which could be put in place to facilitate a return to work;
* reviewing any entitlement to insurance or ill-health retirement benefits.

The PCC is committed to supporting any member of staff with long-term health conditions. Where the medical evidence indicates that there is a long-term condition which falls within the definition of a disability within the meaning of the Equality Act 2010 which is contributing to sickness absence considerations may include:

* making reasonable adjustments where possible to support a member of staff in fulfilling their duties and maintaining a satisfactory level of attendance;
* providing a phased return to work;
* redeployment to a suitable alternative vacancy;
* making reasonable adjustments to this process;
* only taking action under this procedure where it is justified.

If, after investigating the matter, it appears that there are no reasonable grounds for concern, you will be informed of this in writing. Alternatively, a decision may be made to address the matter informally. Where it is considered necessary to address this formally, you will be invited to a formal sickness absence meeting to discuss the matter further in accordance with the procedure below. Where it reasonably appears that you are not fit to return to work or to perform your duties at the required level (which may include maintaining a satisfactory level of attendance) it is likely to be appropriate to move directly to a Stage 3 final sickness absence meeting.

You will be given reasonable advance notice of the timing and location of any sickness absence meeting and will be told, in writing, the purpose of it and the basis of the concern. You will be provided with a copy of any documents which may be referred to at the sickness absence meeting and invited to submit any relevant documents. You will be given a reasonable opportunity to consider your response to this information.

You may be accompanied to a sickness absence meeting by a colleague or trade union official. The PCC may at its discretion, permit a companion who is not a member of staff or union representative (for example, a family member) where this will help overcome particular difficulties caused by a medical condition.

The sickness absence meetings will be conducted by your line manager and/or an appropriate other manager of staff who may determine any of the outcomes up to and including dismissal on the grounds of ill health.

**Stage 1: sickness absence meeting: the meeting will address:**

* The PCC’s concerns about your sickness absence, the impact of this, and the respects in which your performance has fallen short of the required standards;
* where you have been absent on a number of occasions, determining the likelihood of further absences;
* discussing the reasons for your absence and any points in response;
* suggestions as to any appropriate measures or support which could improve your attendance or support you in the workplace;
* whether it would be helpful to obtain any medical advice or further medical advice;
* the likely consequence of further absences or a failure to return to work and maintain satisfactory attendance levels;
* the time in which attendance must improve and the method by which this will be monitored.

On completion of the sickness absence meeting any outcome will be confirmed in writing which may include a formal written warning that your attendance is not meeting the required standard and setting out the required improvement and any time period for improvement. You will be advised of your right to appeal the outcome.

**Stage 2: further sickness absence meeting:**

In the event of a more serious failing, or if you fail to improve your attendance as required, you will be invited to a further sickness absence meeting. The meeting will address the points set out above including the reasons for and impact of your ongoing absence.

On completion of the further sickness absence meeting any outcome will be confirmed in writing which may include a final written warning that your attendance is not meeting the required standard and setting out the required improvement and any time period for improvement. This will include a warning that failure to meet and sustain the required level of attendance is likely to result in your dismissal. You will be advised of your right to appeal the outcome.

**Stage 3: final sickness absence meeting:**

Where you have been warned that you are at risk of dismissal following a prior warning, or where it reasonably appears that you are unfit to perform your duties, or unlikely to return to work, we may invite you to a final sickness absence meeting. The purposes of the meeting will be:

* to review the meetings that have taken place and matters discussed with you;
* if it has not been obtained, consider whether medical advice is required. If it has been obtained, consider the advice that has been given and whether further advice is required;
* where you are on long-term sickness absence, discussing how long the absence is likely to last and whether there is a reasonable likelihood of you returning to work;
* where you have been absent on a number of occasions, discussing the likelihood of further absences and to consider whether there is a reasonable likelihood of you achieving the desired level of attendance in a reasonable time;
* considering your ability to return to / remain in your job in view both of your capabilities and the PCC's needs and any adjustments that can reasonably be made to your job to enable you to do so;
* considering possible redeployment opportunities and whether any adjustments can reasonably be made to assist in redeploying you;
* to consider the possible termination of your employment.

On completion of the final sickness absence meeting, any outcome will be confirmed in writing which may include giving notice to terminate your employment. You will be advised of your right to appeal the outcome.

A warning requiring improvement which is issued following a sickness absence meeting will remain in effect for a period of 12 months from the date of issue unless otherwise advised to you. A final written warning will remain in effect for a period of 24 months from the date of issue unless you are otherwise advised. Copies will be retained for record-keeping purposes.

## Right of Appeal

You have the right to appeal against any decision made following a sickness absence meeting if you are dissatisfied with it. You should notify your line manager or the Chair of the PCC in writing within five working days of being notified of a decision, giving full details of why you wish to appeal.

An appeal meeting, chaired by an appropriate person e.g. a churchwarden previously not involved will be convened as soon as reasonably practicable and you will be informed in advance of its timing and location. You must take all reasonable steps to attend the appeal meeting. There shall be no right to appeal the decision. The appeal hearing will be entitled to reach a different conclusion and impose a different outcome (although not greater) than that imposed after the sickness absence meeting.

The appeal hearing shall not include anyone involved in the sickness absence meeting and may comprise one or more persons. As far as reasonably practicable, the person chairing/hearing the appeal will be someone holding a more senior position than the person chairing the sickness absence meeting. You will be informed in writing of the appeal decision as soon as reasonably practicable.

You may be accompanied to the appeal hearing by a colleague or trade union official. There may be some discretion agreed to permit a companion who is not a member of staff or union representative (for example, a family member) where this will help overcome particular difficulties caused by a medical condition.

If an appeal is made against a dismissal decision, that dismissal decision will have immediate effect so that the period of notice began at the date given in the dismissal decision. If having been dismissed you are reinstated on appeal, your continuity of employment will be unaffected.

# Disciplinary Policy

Standards of behaviour are necessary to maintain good employment relations and discipline in the interest of all employees. This policy should be used as a means to encourage high standards and not simply to impose sanctions.

Where informal discussion with the employee has not led to an improvement in conduct or performance or where the matter is considered to be too serious to be classed as minor (for example, unauthorised absences, persistent poor timekeeping, sub-standard work performance, etc) the following disciplinary procedure will be used. At all stages of the procedure, an initial investigation will be carried out.

Where possible the church will notify the employee in writing of the allegations against him or her in advance, and will invite the employee to a disciplinary hearing to discuss the matter. Please note this may not always be the case and will be determined by the situation and circumstance (e.g. financial irregularity, safeguarding etc).

## Background

* Government resource: [www.gov.uk/disciplinary-procedures-and-action-at-work](http://www.gov.uk/disciplinary-procedures-and-action-at-work)
* The church processes follow the ACAS statutory Code of Practice on discipline and grievance. The PCC will comply with this Code in all formal disciplinary circumstances. www.acas.org.uk/acas-code-of-practice-on-disciplinary-and-grievance-procedures
* It should be noted that, where at all possible, both the church and the ACAS Code seek to ensure that, as far as is possible, all issues are resolved in the workplace – with a clear emphasis on mediation where appropriate.
* All employees (and their representatives) should feel comfortable with this approach which should sit well with our distinctive context. As we work to develop our guidelines and policies, we will not lose sight of our core values which set the highest standards of expected behaviour and integrity, including the principles of fairness and transparency, hope and respect, forgiveness and reconciliation.
* All disciplinary-related issues must be dealt with fairly, consistently and reasonably, with the individual afforded every opportunity to state their case or appeal against any decision made which they consider unjust.
* Where some form of action is needed, what is reasonable or justified will depend on the circumstances of the particular case. Employees and managers should raise and deal with issues promptly and not unreasonably delay meetings or decisions.
* The PCC will always want to ensure that appropriate pastoral support is in place.

## Informal Process

* Many minor conduct issues can be resolved informally. Often a quiet word is all that is required to resolve an issue.
* Line managers should be mindful of required standards of behaviour and performance, so they are consistent in their approach, and in their ways of seeking to resolve an issue as quickly, quietly and effectively as possible.
* A line manager is well advised within a one-off/pre-formal process to write a brief file-note setting out an overview of the situation, and how it was resolved. This should be sent to the individual concerned, and retained for an agreed period of time appropriate to the situation.

## Formal process – Stages

A matter concerning an individual is reported or discovered.

##### Establishing the facts

The matter is investigated by an appropriate manager to establish fact (this may be the line manager, another appropriate line manager, or an external person commissioned to investigate the matter).

In some cases, this will require the holding of an investigatory meeting with the individual concerned before proceeding to any disciplinary hearing. Or in other cases it may require a collection of evidence. Any meetings and discussions as part of an investigation are solely for the purpose of fact-finding.

##### Informing the employee of the problem

An employee is informed of the problem in writing and will be given notice of a disciplinary meeting and who will be leading and attending this meeting. The letter will set out the current circumstances, reflect on what has occurred, and possible consequences to enable the employee to prepare.

Where it may be the case that any further formal disciplinary action is not required, the letter can set out any clear expectations for moving forward. Individuals will always be given an opportunity to put their case in response, before any formal decisions are made.

The employee will normally be given copies of the relevant documents prior to the meeting; however, there may be particular circumstances where this is not possible and any reasons for this will be explained at the meeting.

##### Holding the meeting

The employee has the right to be accompanied at the meeting by an appropriate workplace colleague of their choice or a trade union representative.

This meeting will be formally minuted by an appropriate person and minutes will be shared promptly with the individual after the meeting.

A decision will be made as to the outcome of the matter after the meeting (See 2.5 below) and the individual will be informed of this in writing without undue delay, and of their right to appeal.

Where an employee is persistently unable or unwilling to attend a disciplinary meeting without good cause, the PCC has the right make a decision on the evidence available.

##### Deciding on what action is appropriate in the circumstances

Where misconduct is confirmed in the first instance it is usual to give a written warning.

Where the matter is a further act of misconduct or failure to improve within a set period of time, then a final written warning will be issued with clear details of expected changes in behaviour/improvement in work, any training and support that will be given, and a clear timeline (along with the warning of potential dismissal should this recur/not improve).

If the matter is of sufficient seriousness it may be appropriate to move directly to a final written warning.

Where a final written warning has already been given, following this process, the decision to dismiss may be made following further misconduct where there is an active final warning on your record. The employee should be notified as soon as possible of the reasons for the dismissal, the date on which their contract will end, the appropriate notice period, and of their right of appeal.

Only in the most serious – gross misconduct – situations will a decision to summarily dismiss be made. [You may also be dismissed without a warning for any act of misconduct during your probationary period.]

The line manager (or appropriate HR professional) will normally coordinate who undertakes all written correspondence to the employee.

In exceptional cases it may be appropriate to consider demotion as an alternative to dismissal (except in cases of gross misconduct), and/or extension of a final written warning with a further review period.

## Right of appeal

Employees have the right to appeal against any disciplinary decision that is taken against them. Appeals will be heard without unreasonable delay at an agreed time and place.

An employee must inform of their wish to appeal against a decision that has been taken, and the grounds on which they wish to appeal and should put these in writing, within one week of being told the decision.

The line manager/PCC will arrange for appeals to be considered – usually this will be by the line manager, but for final and dismissal appeals this will be held by a panel from the PCC including one churchwarden. There is no further right of appeal.

## Rules and standards

Examples of where disciplinary action may be taken (N.B. these are examples only):

* unsatisfactory attitude
* misuse of church facilities (for example email and Internet)
* poor timekeeping
* unauthorised absences
* repeated failure to follow instructions.

## Pay and suspension

It may be appropriate in a situation to suspend an employee pending an investigation process being completed. Any decision to suspend must be reasonable and proportionate and explicitly agreed with the incumbent or a churchwarden in their absence. If the issue is one of safeguarding, the decision to suspend must be recorded as advice given by or sought from, the Diocesan Safeguarding Officer.

Any period of suspension will remain on full pay, accruing all usual employee benefits.

In cases of gross misconduct these will usually result in dismissal following a period of immediate suspension and disciplinary investigation/ hearing. Final payments will be made until the final date of employment but there will be no notice or payment in lieu of notice (summary dismissal).

Gross misconduct is a serious breach of contract and includes misconduct which, in our opinion, is likely to prejudice the church or the wider reputation, or irreparably damage the working relationship and trust between us. This may include misconduct committed outside of work. The following are examples of matters that are normally regarded as gross misconduct where disciplinary action will usually be taken (N.B. these are intended as a guide and the list is not exhaustive):

* safeguarding offences/failure to follow safeguarding requirements
* theft or fraud
* physical violence or bullying
* abuse of the protected disclosure procedures
* deliberate and serious damage to property
* serious misuse of church property or name
* deliberately accessing Internet sites containing pornographic, offensive or obscene material
* serious insubordination
* unlawful discrimination or harassment/sexual harassment
* bringing the organisation into serious disrepute
* serious incapability at work brought on by alcohol or illegal drugs
* causing loss, damage or injury through serious negligence
* a serious breach of health and safety

## Management authority and record-keeping

* All records of disciplinary matters will be retained.
* A first written warning will usually be disregarded after six months.
* A final written warning will usually be disregarded after one year.

## Special cases

If an employee is charged with, or convicted of, a criminal offence this is NOT necessarily in itself a reason for disciplinary action – much will depend on the circumstances.

Consideration will be given to each case on its merits – and will also be given to what effect any charge or conviction has on the employee’s suitability to continue to do the job, their relationship with the church, and work colleagues.

# Capability Policy

Standards at work are necessary to maintain both the reputation and efficiency of the church. This policy should be used as a means to encourage high standards and not simply to impose sanctions.

Where informal discussion with the employee has not led to an improvement in standards at work this process will be used alongside appropriate levels of support and pastoral care.

## Background

Useful resource: <https://archive.acas.org.uk/performancemanagement>

## Introduction

1. The purpose of this procedure is to provide a framework within which church managers can work with employees to maintain satisfactory performance standards and to encourage improvement where necessary. It is recognised that during the course of employment there may be changes which affect an employee’s ability to carry out their duties. This can be for a number of reasons which include (but are not limited to) sickness or disability, attitude, or if a job changes over a period of time.
2. The PCC will make every effort to ensure that an employee understands the requirements of their role and receives appropriate support and training in order to undertake the post to a satisfactory standard. The PCC will deal with concerns over performance fairly and take steps to establish the facts and to give the employees the opportunity to respond at a hearing before any formal action is taken.
3. This procedure does not apply to cases involving genuine sickness absence, proposed redundancies or misconduct. In those cases, reference should be made to the appropriate policy or procedure in this Handbook.
4. This procedure applies to employees. However, we may depart from this procedure where appropriate.

## Capability procedure

##### Stage one – informal

In the first instance, performance concerns should normally be dealt with informally between the employee and their line manager as part of day-to-day management. Where appropriate these will be discussed in an informal ’Setting of Standards’ meeting between the line manager and the employee and the line manager will agree an initial period of time for improvement. A note of this informal discussion may be retained but will be ignored for the purpose of any future capability hearings.

* At the end of this period if there has been an appreciable improvement in the employee’s performance they will be notified informally and continue in the post.
* Employees will not normally be dismissed for performance reasons without previous warnings. However, in serious cases of gross negligence or in any case involving an employee who has not yet completed their probationary period, dismissal without previous warnings may be appropriate.
* If there are still concerns about the employee's performance, an assessment will be undertaken to decide if there are grounds for taking formal action under this procedure. The procedure involved will depend on the circumstances but may involve reviewing the employee's records including any appraisal records, gathering any relevant documents, monitoring the employee's work and, if appropriate, interviewing the employee and other individuals confidentially regarding the employee's work.

##### Stage two – formal process

If after the initial informal Setting Standards, the standard of performance has not improved the employee will be invited to attend a formal capability meeting. The employee will be notified in writing of what the performance concerns are, the reasons for those concerns and the likely outcome if it is decided after the hearing that the employee's performance continues to be unsatisfactory.

The employee will also be informed of their right to be accompanied by a workplace colleague or a trade union representative. The employee must tell the manager conducting the meeting who their chosen companion is, in good time before the hearing. The employee will also be provided with a summary of relevant information gathered as part of any investigation and any relevant documents which will be used at the capability hearing.

At this meeting the line manager will clarify the required standards, set out and discuss the areas of concern, try to establish the likely cause of poor performance and identify any training needs, and/or set realistic and fair targets, and the date(s) by which improvement must be achieved. Full notes of this meeting will be taken and a copy given to the employee with the formal warning letter.

Following the first formal capability meeting, if it is concluded that the employee's performance is unsatisfactory, the employee will be issued with a first written warning setting out:

* the areas in which the employee has not met the required performance standards;
* target areas for improvement;
* any measures, such as additional training or supervision, which will be taken with a view to improving performance;
* a period for review;
* the consequences of failing to improve within the review period, or of further unsatisfactory performance.

During the period set for improvement, the line manager should arrange to meet the employee to review and track progress and ensure appropriate support is in place will assist the employee to achieve the goals set.

At the end of the period set for improvement, the line manager will arrange a formal meeting with the employee (again, the employee has the right to be accompanied by a workplace colleague). At this meeting, issues, targets and achievements will be reviewed. A formal notice warning will normally remain active for six months.

If the person has successfully achieved improvement, they will receive a formal letter notifying of them of their success and they will continue in the post with agreed arrangements for regular supervision/support meetings.

##### Stage Three

If the employee has not successfully achieved the required improvements the line manager may in appropriate circumstances set an extension period for improvement (e.g. if the person has been off sick during the initial improvement time).

Where appropriate, if the employee's performance does not improve within the review period set out in the first written warning, or if there is evidence of poor performance while the first written warning is still active, a Stage 3 capability hearing may be held. Written notification will be sent to the employee as set out in clause 2.2 of this policy.

Following a Stage 3 capability hearing, if the employee's performance remains unsatisfactory, they will be issued with a final written warning, setting out the information as set out in clause 2.4 of this policy. A final written warning will normally remain active for 6 months.

##### Stage Four

If the employee's performance has not improved sufficiently in the review period set out in the final written warning, a Stage Four capability meeting may be held. Written notification will be sent to the employee as set out in clause 2.2.

Following the capability meeting, the line manager will consult the incumbent and a churchwarden to consider a range of options including dismissal, redeployment to another suitable job (if the employee's contract permits) or extending an active final written warning where it is considered that a substantial improvement is likely within the review period.

Dismissal will usually be with full notice or payment in lieu of notice unless the employee's performance has been so negligent as to amount to gross misconduct, in which case the employee may be dismissed without notice or payment in lieu.

##### Appeals

1. If an employee feels a decision about poor performance under this procedure is

* wrong or unfair, they may appeal in writing within one week of being told the
* decision.

1. The appeal hearing will, where possible, be held by a small group or someone senior to the person (any panel/person will always include a churchwarden) who held the original hearing. The employee may bring a colleague or trade union representative with them to the appeal hearing.
2. There is no further right of appeal.

## The responsibilities of the employee

1. The employee has a responsibility to discuss with their line manager any issues which may affect their ability to maintain a role so that appropriate support and other actions can be reviewed.
2. Where there is a long-term condition, personal circumstance or disability, employees are encouraged to meet their line manager as soon as possible so that appropriate advice and support can be discussed, planned and reviewed. The employee should be assured that the PCC will want to offer appropriate support.

## Disabilities

Consideration will be given to whether poor performance may be related to a disability and, if so, whether there are reasonable adjustments that could be made to the employee's working arrangements, including changing their duties or providing additional equipment or training. The line manager, incumbent and a churchwarden may also consider making adjustments to this procedure in appropriate cases.

# Grievance Policy

If you have a grievance or complaint to do with your work or the people, you are encouraged, wherever possible, to talk things over with your manager. You may be able to resolve a situation informally with support.

## Background

The PCC processes follow the ACAS statutory Code of Practice on discipline and grievance. The PCC will comply with this Code in all formal disciplinary circumstances. [www.acas.org.uk/acas-code-of-practice-on-disciplinary-and-grievance-procedures](http://www.acas.org.uk/acas-code-of-practice-on-disciplinary-and-grievance-procedures)

It should be noted that, where at all possible, both the church and the Code seek to ensure that, as far as is possible, all issues are resolved in the workplace.

Employees (and their representatives) should feel comfortable with this approach which should sit well with our distinctive context. As we work to develop our guidelines and policies, we will not lose sight of our core values which set the highest standards of expected behaviour and integrity, including the principles of fairness and transparency, hope and respect, forgiveness and reconciliation.

This policy does not form part of any employee’s contract of employment. It may be amended at any time and we may depart from it depending on the circumstances of any case.

A grievance process may be investigated by the line manager, another nominated appropriate person by the PCC; or an appropriate independent person may be commissioned to undertake the review process.

## Setting standards of dignity and respect at work

* Behaving in ways that respect and value colleagues, treating all with dignity
* Having the confidence to speak truth to power appropriately
* Having the confidence and support to call out poor behaviour appropriately, raising this in the right way
* Effectively and appropriately communicating with colleagues and our ‘customers’
* Respecting difference and diversity
* Behaving professionally and with integrity
* Not letting things get ‘out of control’
* Knowing what to do when things go wrong and who to go to for support
* Sharing responsibility for getting things/putting things right
* Seeking positive ways forward – being prepared to apologise when this is appropriate
* Sharing information together
* Seeking appropriate compromise

## Introduction

* Grievance policies, procedures and standards are necessary to ensure consistency in behaviour and attitude across the church.
* This procedure should be used as a means to encourage high standards and not simply to impose sanctions.
* All grievance-related issues must be dealt with fairly, consistently and reasonably, with the individual afforded every opportunity to state their case or appeal against any decision where appropriate.
* Where some form of action is needed, what is reasonable or justified will depend on the circumstances of the particular case. Employees and managers should raise and deal with issues promptly and not unreasonably delay meetings or decisions.

## Informal process

Many potential grievance issues can be resolved informally. Often a quiet word, and some support, is all that is required with an employee to resolve an issue.

Line managers should be mindful of required standards of behaviour and performance, so they are consistent in their approach, and in their ways of seeking to resolve an issue as quickly, quietly, and effectively as possible.

## Formal process – The Stages

##### Informal resolution

Employees are encouraged to seek resolution to their issues informally – and if they require some assistance, or advice to do this, they are encouraged to talk things through with their line manager or seek support from another appropriate person.

##### Formal grievance

If it is not possible to resolve a grievance informally, or where an employee chooses to move directly to raise a grievance formally they should put their grievance in writing formally and submit it to their line manager, the incumbent or a churchwarden.

Where a line manager or incumbent is the subject of the grievance, the matter should be referred to an appropriate other person, such as a churchwarden.

The line manager (or other) will arrange for a formal meeting to take place.

## Holding a formal grievance meeting

The employee has the right to be accompanied at the meeting by an appropriate workplace colleague or a trade union representative of their choice. The employee should inform us in advance the name of their chosen companion.

At this stage it is possible that the meeting will simply confirm with the employee who has been asked/commissioned to undertake the grievance investigation. If the grievance is being undertaken ‘in house’ the person leading the meeting will be able to talk to the employee about their grievance(s) and explore what a good outcome could potentially look like to them (without being drawn into a prejudged outcome).

Investigations should be undertaken with realistic speed – normally within a working week. If there is likely to be any delay because of someone’s availability or other work capacity issues this should be shared with the employee in order to manage expectations.

This meeting will be formally minuted and minutes will be shared appropriately and may be adjourned if further investigations are needed, after which the meeting will usually be reconvened.

Following a grievance investigation (either managed within the church or through an external person – either route will have a clear terms of reference – so that appropriate others can be interviewed in order to seek a fair and reasonable outcome, a report will be made and shared with the line manager. At this stage the report is confidential as it may involve named others, and a decision will be made as to what steps will be put in place to resolve the grievance and this will be put in writing to the employee. A summary of the report, with appropriate information extracted from it, may be shared with the employee.

The employee will be invited to a follow up meeting with an accompanying work place/union colleague and the summary report shared with them. They will also be informed of their right to appeal if they are not content with the actions proposed/taken within this.

## Right of appeal

Employees have the right to appeal against any decision taken on how to resolve a grievance they have brought. Appeals will be heard without unreasonable delay at an agreed time and place.

An employee must inform of their wish to appeal against a decision that has been taken, and the grounds on which they wish to appeal and should put these in writing within [one week] of the date that the decision was shared with them.

All appeals are considered by the line manager and incumbent, or a delegated other such as a churchwarden. The decision will be confirmed in writing without unreasonable delay [and usually within one week of the appeal hearing]. There is no further right of appeal.

## Overlapping grievance and disciplinary cases

Where an employee raises a grievance during a disciplinary process, the process may be temporarily suspended in order to consider the grievance.

Where the two cases are related, it may be appropriate to deal with both processes concurrently.

## Informal and Formal mechanisms for resolving grievances

In order to promote the prompt and effective resolution of grievances, there is an expectation that all parties will approach a problem with a clear commitment to engage constructively and adopt a positive and problem-solving approach.

Church managers and leaders will work to resolve issues for example by team meetings, team building, personality awareness, culture development and support, and facilitated meetings which may all be ways in which differences can be resolved collectively.

Where there are individual problems, where it is appropriate, the appropriate line manager will do what they can to bring people together to resolve an issue, and to set out a framework of dignity and respect at work and to communicate what standards of behaviour are acceptable, and what are not.

Where the outcome of an employee’s grievance results in disciplinary action for another employee the first employee may not be told any details other than the matter will be taken further. What happens between employee and employer is not for wider public knowledge and the PCC as employer has a duty of care towards all employees and will not share information.

# Change Management Policy

The need to review structures and/or reorganise within the PCC will occur from time to time. The PCC will seek to minimise the need for redundancies by responsible and careful planning measures.

The policy of the PCC is to make every effort to ensure that, whenever reduction in employee numbers may become necessary, we communicate clearly with all affected staff and ensure that they are treated fairly, we try to find ways of avoiding compulsory redundancies, we consult as appropriate and any selection for compulsory redundancy is undertaken fairly, reasonably and without discrimination.

If the selection of employees for redundancy becomes necessary, consultation will take place on the selection criteria to be used based on legislation, good practice guidelines and business need.

This policy does not form part of any employee's contract of employment or other contract to provide services, and we may amend it at any time.

## Background

Government resource: [www.gov.uk/redundancy-your-rights](http://www.gov.uk/redundancy-your-rights)

This policy applies to employees only. It does not apply to agency workers, consultants, self-employed contractors, volunteers or interns.

## Information sharing and Consultation processes

Whenever the need for reorganisation occurs and where posts may become at risk of redundancy, a line manager will discuss processes and timelines with a PCC delegated representative group of its members (always including one churchwarden leaving the other warden and uninvolved PCC members free to be on any later appeal panel) who have been delegated to oversee employment matters.

Affected employees will be consulted with on an individual basis at the earliest opportunity and, where appropriate, consultations will take place with recognised trade unions or employee representatives. Where applicable, we will comply with legal obligations in connection with:

* the statutory processes for consultation/decision/appeal
* we will allow staff the right to be accompanied at each stage of the process by a workplace colleague
* we will provide appropriate notice periods
* we will provide reasonable paid time off to prepare for/attend other interviews
* we will consider whether there are possible ways to avoid dismissals and suitable alternative employment.

## Suitable Alternative Employment/Redeployment

The PCC may designate a small group from its number to support a process and will ensure that any person at risk of, or under notice of redundancy, will, where possible, secure permanent job security through a suitable alternative post. We will continue to look for suitable alternative employment for redundant employees until their termination date. Alternative posts must recognise skills, knowledge and experience or offer appropriate training and development opportunities to enable an employee to realistically and quickly take up the post to a reasonable standard.

A post may be deemed a suitable alternative for offer if it carries a substantially similar range of responsibilities – e.g. 70% match - and is the same grade.

Alternative employment may be offered subject to a trial period where appropriate. The trial period will be from a minimum of one month to a maximum of three months depending on the employee circumstances. Those not willing to take up an offer of a suitable alternative post should seek advice as a refusal may jeopardise any redundancy payment. Appeals should be made in writing to the PCC Secretary and the PCC will delegate an appropriate person to hear the appeal e.g. a churchwarden previously not involved.

An employee offered a trial period in a redeployed post which may not fulfil the ‘suitable alternative’ criteria will have the opportunity to take up the trial period or decide not to in which case their full redundancy payments, notice and rights remain unaltered.

If a trial period is undertaken, the employee will have the opportunity to meet with the line manager during this time and discuss if they feel that post is suitable for them. If it is deemed not suitable, there will be no further period of consultation and their full redundancy payments, notice and rights will be revisited and will remain unaltered.

In the event of an employee wishing to appeal against a decision about their redeployment only into a deemed ‘suitable alternative post’, they should write formally. Appeals should be made in writing to the PCC Secretary and the PCC will delegate an appropriate person to hear the appeal.

After the appeal meeting, the employee will be informed of the final decision. There is no further right of appeal.

A higher graded post is not deemed an automatically suitable alternative. For promotional posts, employees must apply appropriately and will be guaranteed an interview (in a potentially competitive process).

## Redundancy payments

The PCC policy is that the current statutory redundancy payments will be made where applicable should a redundancy situation be unfortunately unavoidable.

A week’s pay for the purposes of statutory redundancy pay calculations is capped according to government regulations.

Employees will be entitled to:

* their contractual notice period or statutory notice period whichever is the greater (where it is agreed that this is not worked, this period may be paid in lieu)
* a tax-free redundancy payment in line with statutory minimums
* taxable pay for any accrued untaken.

# Whistleblowing Policy

Under certain circumstances, employees have legal protection if they make protected disclosures about an organisation for whom they work. We are committed to conducting all activities with honesty and integrity and we expect all staff to maintain high standards. Any suspected wrongdoing should be reported as soon as possible.

This policy covers all staff members, consultants, contractors, volunteers, casual workers and agency workers. This policy does not form part of any employee’s contract of employment and we may amend it at any time.

## Introduction and legislation

Government resource: [www.gov.uk/whistleblowing](http://www.gov.uk/whistleblowing)

## Qualifying disclosures

1. Whistle blowing is the reporting of suspected wrongdoing or dangers in relation to our activities. This includes bribery, facilitation of tax evasion, fraud or other criminal activity, miscarriages of justice, health and safety risks, damage to the environment and any breach of legal or professional obligations.
2. This policy should not be used for complaints relating to your own personal circumstances, such as the way you have been treated at work. In those cases, you should use the Grievance Procedure.
3. If you are uncertain whether something is within the scope of this policy you should seek advice from a person on the list of contact details at the end of this policy.

## Procedure

1. In the first instance concerns may be reported to the line manager. Completely anonymous disclosures are difficult to investigate. If you want to raise your concern confidentiality, we will make every effort to keep your identity secret and only reveal it where necessary to those involved in investigating your concern.
2. We will arrange a meeting with you as soon as possible to discuss your concern. You may bring a colleague or union representative to any meeting under this policy. Your companion must respect the confidentiality of your disclosure and any subsequent investigation.
3. Once you have raised a concern, we will carry out an initial assessment to determine the scope of any investigation. We will inform you of the outcome of our assessment. You may be required to attend additional meetings in order to provide further information.
4. We will aim to keep you informed of the progress of the investigation and its likely timescale. However, sometimes the need for confidentiality may prevent us giving you specific details of the investigation or any disciplinary action taken as a result. You should treat any information about the investigation as confidential.

## External disclosures

1. The aim of this policy is to provide an internal mechanism for reporting, investigating and remedying any wrongdoing in the workplace. In most cases you should not find it necessary to alert anyone externally.
2. While we cannot always guarantee the outcome you are seeking, we will try to deal with your concern fairly and in an appropriate way. By using this policy, you can help us to achieve this.
3. The law recognises that in some circumstances it may be appropriate for you to report your concerns to an external body such as a regulator. We strongly encourage you to seek advice before reporting a concern to anyone external. 'Protect' offers a confidential helpline. Their contact details are at the end of this policy.

## Protection and support for whistle-blowers

1. We aim to encourage openness and will support whistle-blowers who raise genuine concerns under this policy, even if they turn out to be mistaken. The PCC takes very seriously any concerns which may be raised.
2. Whistle-blowers must not suffer any detrimental treatment as a result of raising a genuine concern. If you believe you have suffered any such treatment, you should inform your line manager immediately. If the matter is not remedied, you should raise it formally using our Grievance Procedure.
3. You must not retaliate against whistle-blowers in any way. If you are involved in such conduct, you may be subject to disciplinary action.
4. Employees are encouraged to use the procedure if they are concerned about any wrongdoing at work. However, if the procedure has not been invoked in good faith (e.g. for malicious reasons or in pursuit of a personal grudge), the whistle-blower may be subject to disciplinary action.

## Support and Contacts

'Protect' is an independent charity which operates a confidential helpline. Their contract details are:

|  |  |
| --- | --- |
| **Chair of the PCC and Other senior PCC Representatives** | [INSERT] |
| **Protect**  (Independent whistleblowing charity) | Helpline: 020 3117 2520  Website: <https://protect-advice.org.uk/> |

# Domestic Abuse Policy

## Introduction

Government resource: [Domestic abuse: open letter](https://www.gov.uk/government/publications/domestic-abuse-open-letter-to-employers-on-how-to-help-workers-find-the-right-support#:~:text=The%20Business%20Minister%20Paul%20Scully%20has%20written%20an%20open%20letter,access%20the%20support%20they%20need.) from the Business Minister to employers - GOV.UK

This policy also covers the approach we will take where there are concerns that an employee may be the perpetrator of domestic abuse.

## Purpose

The PCC is committed to promoting the safety and well-being of all individuals within its communities. This policy sets out our approach to preventing and responding to domestic abuse.

This policy is informed by:

* The Church of England's “Responding Well to Domestic Abuse” Responding Well to Victims and Survivors of Abuse | The Church of England
* The Domestic Abuse Act 2021 | GOV.UK
* Safeguarding policies and procedures of the Church of England National Safeguarding Standards | The Church of England

## Policy statement

The PCC recognises that employees can be affected by domestic abuse in a range of different contexts, for example, as a survivor of domestic abuse, currently living with domestic abuse, as someone who has been impacted by domestic abuse, or as an individual who has perpetrated domestic abuse.

The PCC is committed to a ’zero tolerance’ position on domestic abuse and ensuring that in our workplaces, people feel valued, respected, and safe from abuse.

The PCC encourages people to come forward with the reassurances that they will be listened to; and the commitment that we will always do what we can to offer practical, pragmatic, and informed support.

Whilst conversations will always be handled sensitively, it is important to say that we cannot always guarantee confidentiality if we become aware that there may be children or vulnerable adults in danger.

## Who to talk to?

For many victims of abuse, speaking to a colleague, line manager, HR representative, or Safeguarding Officer may be the first time they have shared their experience. It is important to recognise that coming forward often takes great courage.

It may be that someone becomes concerned about a colleague and asks them if they are ok or follows up on a concern with them.

Either way, ask to speak to them in a quiet and safe place (and in or out of the office environment is fine) to give them time and space to gently encourage them to talk about anything.

In addition, many organisations, apps, and information website pages offer further information or encouragement to someone disclosing abuse – the list below is not exhaustive but highlights the range of support that may be helpful:

* The Bright Sky App, promoted by the government, provides a service directory for survivors of abuse. [NHS England » Bright Sky](https://www.england.nhs.uk/supporting-our-nhs-people/support-now/wellbeing-apps/bright-sky/)
* Restored is a Christian charity that has supported our central diocesan training and awareness raising: <https://www.restored-uk.org/>

Independent Domestic Abuse Services - [IDAS](https://idas.org.uk/)

National Domestic Abuse Helpline - [Homepage - National Domestic Abuse Helpline](https://www.nationaldahelpline.org.uk/)

* Diocese of Sheffield Safeguarding - [Safeguarding - The Diocese of Sheffield](https://www.sheffield.anglican.org/support/safeguarding/)

## Practical and informed support

Every situation and context will be very different, and the SDBF may be able to offer a range of practical support within the workplace. These are an initial (and non-exhaustive) list of what the SDBF as an employer may be able to offer:

* Adjustments in the workplace (such as diverting phones, different entry and leaving times).
* Time off for appointments that may help to secure a safer future.
* Private space to make personal calls and arrangements.
* Flexibility around working hours and patterns.
* Emergency leave
* Salary advances

## What happens when an allegation of domestic abuse is made about an SDBF employee?

All those directly employed by the SDBF are deemed Church Officers under national Church of England safeguarding policy and practice guidance.

If an allegation is made about a Church Officer relating to domestic abuse, the Diocesan Safeguarding Team will become involved (with any statutory body that may also be involved) to ensure that fair and due processes are put in place. These largely follow National Church guidance for safeguarding, along with diocesan provisions, for example, where someone may need to be suspended from work pending an investigation process.

## Further Support

Safeguarding Team: [safeguarding@sheffield.anglican.org.uk](mailto:safeguarding@sheffield.anglican.org.uk)

Police Emergency: 999

# Guidance Note (\*delete)

The following may be additional policies/procedures as part of the PCC Governance structure:

* + - Trustee Responsibility Policy – [see Government guidance](https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3/the-essential-trustee-what-you-need-to-know-what-you-need-to-do)
    - Legacy Policy – [see Church of England guidance](https://parishresources.org.uk/giving/legacies/developing-a-legacy-policy/)
    - Finance & Accounting Policy – [see Church of England guidance](https://www.churchofengland.org/resources/clergy-resources/pcc-accountability-guide/chapter-1#:~:text=The%20PCC%20is%20responsible%20for,These%20include:&text=Keeping%20'proper%20accounting%20records'%2C,record%20all%20assets%20and%20liabilities.&text=Ensuring%20that%20the%20finances%20of,its%20wishes%20will%20be%20followed.&text=Arranging%20for%20a%20suitable%20independent%20examination%20or%20audit%20of%20the%20financial%20statements.&text=Preparing%20the%20Annual%20Report%20and,of%20the%20Church%20Representation%20Rules.)
    - Charity Commission Reporting Policy covering reporting of serious incidents regarding safeguarding, finance, data protection breaches, governance failures, serious property damage and loss of assets, reputational damage, criminal activity of church staff or volunteers..
    - Investment Policy – [see Church of England guidance](https://www.churchofengland.org/about/governance/national-church-institutions/church-commissioners-england/how-we-invest/responsible-investment)
    - Employee Safety Handbook/H&S Documents – [see Ecclesiastical Insurance guidance](https://www.ecclesiastical.com/risk-management/church-health-and-safety/)

*\*The above is not an exhaustive list\**

*Please note, these documents are not related to HR/Employment and the Diocese of Sheffield HR Team is limited to advise on these. For any governance policies/documents/guidance, you may find these all at Parish Resources via the following:*

[Parish Finance from Parish Resources](Employee%20Handbook/Parish%20Finance%20%20from%20Parish%20Resources) - <https://parishresources.org.uk/resources-for-treasurers/>