

Policy Handbook

- Ministry employees
- June 2026

Parochial Church Council (PCC) of Christ Church Hillsborough and Wadsley Bridge

Purpose and scope

This handbook is intended to share and guide the practice of the PCC as an employer. It is also intended to inform and guide the practice of any employee in a ministry role. It sets out rights, expectations and procedures.

Please read it carefully before you start work with us.

Contents

1. Safer Recruitment Policy_2024.03
2. Equal Opportunities Policy_2025.10
3. Beliefs, identity, vision & values_2024.03
4. Data Privacy Notice_2026.03
5. Data Consent Form_2026.03
6. Employee Details Form_2026.03
7. Supervision Policy_2024.03
8. Leaders' Code of Conduct_2024.04
9. Safeguarding Policy_2025.10
10. Sickness Absence Procedure_2025.11
11. Flexible Working Procedure_2025.10
12. Maternity Paternity and Adoption Procedure_2025.11
13. Bullying and Harassment_2025.11
14. Capability Procedure_2026.01
15. Disciplinary Procedure_2026.01
16. Grievance Procedure_2026.01

Safer Recruitment Policy

Parochial Church Council (PCC) of Christ Church Hillsborough and Wadsley Bridge

Policy statement

The PCC is committed to the safeguarding and protection of all children, young people and adults, and the care and nurture of children within our church community.

This policy exists to guide our practice in relation to **recruitment, training and support**. We will carefully select, train and support all those with any responsibility within the church in line with Safer Recruitment principles.

- Related policies: **information governance, safeguarding > equal opportunities.**
- Relevant practice guidance: **Church of England Safer Recruitment and People Management Guidance 2021**

Policy points

We will:

1. Ensure that our recruitment and selection processes are inclusive, fair, consistent and transparent.
2. Adhere to safer recruitment legislation, guidance and standards proportionate to the role, responding positively to changing understandings of good safer recruitment practice.
3. Seek advice from Human Resources personnel whenever appropriate.
4. Take all reasonable steps to prevent those who might harm children or adults from taking up positions of responsibility or authority where they are trusted by others.
5. Respond carefully and actively to concerns raised about the suitability of applicants during the recruitment process.
6. Respond carefully and actively to concerns raised about the suitability of employees and volunteers once they have begun their role.
7. Provide appropriate and proportionate induction and supervision pathways for new employees and volunteers – including all the recommended safeguarding training.

Equal opportunities policy

Parochial Church Council (PCC) of Christ Church Hillsborough and Wadsley Bridge

Policy statement

This policy exists to guide our practice in relation to **recruitment**, and to make our commitments clear to any person seeking a role at Christ Church Hillsborough and Wadsley Bridge. It applies both to paid staff positions and to voluntary positions in the mission and ministry of the church.

It is based on a model policy produced by 'thirtyone:eight' which can be found here <https://thirtyoneeight.org/dbs-service/register-with-us/england-wales/before-you-register/model-equal-opportunities-statement/> and will be updated from time to time as appropriate.

Related policies include: **information governance**, **safeguarding** > **safer recruitment**.

Policy points

1. Christ Church Hillsborough and Wadsley Bridge is a Christian organisation committed to social justice and resolutely opposed to discrimination in society. We are committed to providing services on a fair and equitable basis, regardless of race, ethnicity, religion, life-style, sex, sexuality, physical/mental disability, offending background or any other factor. No person requiring services from Christ Church Hillsborough and Wadsley Bridge will be treated less favourably than any other person on any grounds.
2. In employment we actively seek to recruit with the right mix of talent, skills and potential, promoting equality for all, and welcome applications from a wide range of candidates. We select all candidates for interview based on their skills, qualifications, experience and commitment to the values and purposes of the organisation.
3. As an organisation seeking to deliver services within a Christian context, some posts can only be filled by Christians. Where this is the case it will be specified in the Job Description. The nature of these posts or the context in which they are carried out, and their link to the ethos of the organisation, give rise to a genuine occupational requirement (GOR) for the post-holders to be Christians. All staff in these posts are required to demonstrate a clear personal commitment to the Christian faith. This policy is implemented under Employment and Race Directives issued by the government and ACAS guidance.
4. As an organisation using the Disclosure and Barring Service (DBS) Disclosure Service to assess applicants' suitability for positions of trust, the church undertakes to comply fully with the DBS Code of Practice and to treat all applicants for positions fairly. It

undertakes not to discriminate unfairly against any subject of disclosure on the basis of conviction or other information revealed.

5. A Disclosure is only requested after a thorough risk assessment has indicated that one is both proportionate and relevant to the position concerned. For those positions where a Disclosure is required, all application forms, job adverts and recruitment briefs will contain a statement that a Disclosure will be requested in the event of the individual being offered a position.

6. Where a Disclosure is to form part of a recruitment process, we encourage all applicants called for interview to provide details of any criminal record at an early stage in the application process. We request that this information is sent under separate, confidential cover to the recruiter within the organisation and we guarantee that this information will only be seen by those who need to see it as part of a recruitment process.

7. Unless the nature of the position allows Christ Church to ask questions about your entire criminal record, we only ask about “unspent” convictions as defined in the Rehabilitation of Offenders Act 1974.

8. We ensure that all those in the organisation who are involved in the recruitment process have been suitably trained to identify and assess the relevance of circumstances of offences. We will also ensure that they have received appropriate guidance and training in the relevant legislation relating to the employment of ex-offenders e.g. the Rehabilitation of Offenders Act 1974.

9. At interview, or in separate discussion, we ensure that an open and measured discussion takes place on the subject of any offences or other matter that might be relevant to the position. Failure to reveal information that is relevant to the position sought could lead to withdrawal of an offer of employment or voluntary work.

10. We make every subject of a DBS Disclosure aware of the existence of the Code of Practice and make a copy available on request.

11. We undertake to discuss any matter revealed in a disclosure with the person seeking a position before withdrawing a conditional offer of employment.

12. Having a criminal record will not necessarily bar you from working with us. It will depend on the nature of the position and the circumstances and background of your offences.



Beliefs, identity, vision & values

Parochial Church Council (PCC) of Christ Church Hillsborough and Wadsley Bridge

Policy statement

This policy exists to clarify our beliefs, and how these are worked out in our identity, vision and values as an organisation and an employer. Making these transparent at the recruitment stage should enable applicants for paid or voluntary roles to make an informed decision about whether to apply. They will also shape our expectations of volunteers and employees.

Related policies include: **all policies in the Human Resources policy handbook.**

Beliefs

Christ Church Hillsborough and Wadsley Bridge (CCHWB) is a Christian church within the Church of England within the worldwide Anglican Communion. Our Patron is CPAS because we are a historically Evangelical church. Our beliefs reflect this identity as an Anglican Evangelical church.

We hold to 'the Christian faith of the one, holy, catholic church uniquely revealed in the Holy Scriptures and set forth in the catholic creeds and to which the historic formularies of the Church of England (the Thirty-nine Articles of Religion, the Book of Common Prayer, and the Ordering of Bishops, Priests and Deacons) bear witness.'

We have adopted the Evangelical Alliance Basis of Faith as a readable summary of these beliefs (see appendix 1).

Identity

As a church family, we are:

- Rooted and established in God's love.
- Children of our Heavenly Father
- Followers of Jesus
- Led by the Holy Spirit
- Called to share God's unconditional love with our community.

Vision

We seek to do God's will in our community. From time to time, we use the Diocese of Sheffield Mission Action Planning (MAP) process to discern a specific set of priorities (a

vision) for the coming 3-5 years. Our 2023 Mission Action Plan sets out the following 3 objectives:

- **To grow younger** – prioritising our ministry to children and young people.
- **To grow broader** – offering connection, help and Christian hope to people from the more marginalised communities in our parish.
- **To grow deeper** – reinvigorate our everyday neighbourly Christian witness intentionally developing ‘ways in’ to our shared life and ‘ways on’ into discipleship.

(The full 2023 Mission Action Plan is set out in appendix 2).

Values

Witness: We are called, individually and together, to be witnesses to the life-changing news of Jesus Christ. Jesus said, *‘You will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth.’*

Welcome: We will welcome, in Jesus’ name, anyone who wishes to participate in our community regardless of their beliefs, ethics or lifestyle. Jesus said, *‘It is not the healthy who need a doctor, but the sick.’*

Hope: We share a message of hope – that Jesus came to save. Jesus said, *‘God did not send his Son into the world to condemn the world, but to save the world through him.’*

Discipleship: We offer, in Jesus’ name, the invitation into a personal relationship with Jesus which is likely to change us radically. Jesus said, *‘anyone who would come after me must give up their life, take up their cross and follow me.’*

Appendix 1: Evangelical Alliance Basis of Faith

We believe in

1. The one true God who lives eternally in three persons—the Father, the Son and the Holy Spirit.
2. The love, grace and sovereignty of God in creating, sustaining, ruling, redeeming, and judging the world.
3. The divine inspiration and supreme authority of the Old and New Testament Scriptures, which are the written Word of God — fully trustworthy for faith and conduct.
4. The dignity of all people, made male and female in God's image to love, be holy and care for creation, yet corrupted by sin, which incurs divine wrath and judgement.
5. The incarnation of God’s eternal Son, the Lord Jesus Christ—born of the virgin Mary, truly divine and truly human, yet without sin.
6. The atoning sacrifice of Christ on the cross: dying in our place, paying the price of sin and defeating evil, so reconciling us with God.

7. The bodily resurrection of Christ, the first fruits of our resurrection; his ascension to the Father, and his reign and mediation as the only Saviour of the world.
8. The justification of sinners solely by the grace of God through faith in Christ.
9. The ministry of God the Holy Spirit, who leads us to repentance, unites us with Christ through new birth, empowers our discipleship and enables our witness.
10. The Church, the body of Christ both local and universal, the priesthood of all believers— given life by the Spirit and endowed with the Spirit's gifts to worship God and proclaim the gospel, promoting justice and love.
11. The personal and visible return of Jesus Christ to fulfil the purposes of God, who will raise all people to judgement, bring eternal life to the redeemed and eternal condemnation to the lost, and establish a new heaven and new earth.

Appendix 2: CCHWB Mission Action Plan 2023

1. Growing Younger

Invest deliberately and seriously in the future by appointing a full-time, experienced Youth, Children and Families worker:

- to build on the existing schools work;
- to maintain the connections beyond Y6 by building the Sunday work and building a mid-week outreach and discipleship work;
- to nurture a sustainable work by growing, training and supporting volunteers and connecting with and supporting parents.

2. Growing Broader

Make a serious and sustained commitment to transform our community by setting up a CAP-partnership Advice Centre which:

- offers connection as well as advice by locating the service on the church campus and building a dedicated Christian team;
- loves our neighbours intentionally by seeking to make disciples through patient relationship-based witness in word and work.

3. Growing Deeper

Re-invigorating our community relationships by:

- faithfully praying for our neighbours and place;
- investing in our friendships & contacts;
- building teams to connect with people coming for baptisms, weddings and funerals.

Offering 'ways in' and 'ways on' in faith through a programme of enquirers' and discipleship activities.

Ensuring the work outlasts any one individual by sharing in it together and planning for succession.



Christ Church

Hillsborough & Wadsley Bridge

Data privacy notice

The Parochial Church Council (PCC) of Christ Church, Hillsborough & Wadsley Bridge

1. Your personal data: what is it?

Personal data relates to a living individual who can be identified from that data. Identification can be by the information alone or in conjunction with any other information in the data controller's possession or likely to come into such possession. The processing of personal data is governed by the General Data Protection Regulation (the "GDPR").

2. Who are we?

The PCC of Christ Church Hillsborough & Wadsley Bridge is the data controller (contact details below). This means it decides how your personal data is processed and for what purposes.

3. How do we process your personal data?

The PCC of Christ Church, Hillsborough & Wadsley Bridge complies with its obligations under the "GDPR" by keeping personal data up to date; by storing and destroying it securely; by not collecting or retaining excessive amounts of data; by protecting personal data from loss, misuse, unauthorised access and disclosure and by ensuring that appropriate technical measures are in place to protect personal data.

We use your personal data for the following purposes: -

- To enable us to provide a voluntary service for the benefit of the public in a particular geographical area, namely but not exclusively, the Parish of Hillsborough and Wadsley Bridge.
- To administer membership records;
- To fundraise and promote the interests of the church;
- To manage our employees and volunteers;
- To maintain our own accounts and records (including the processing of gift aid applications);
- To inform you of news, events, activities and services running at Christ Church;

- To share your contact details with the Diocesan office so they can keep you informed about news in the diocese and events, activities and services that will be occurring in the diocese and in which you may be interested.

4. What is the legal basis for processing your personal data?

- Explicit consent of the data subject so that we can keep you informed about news, events, activities and services and keep you informed about diocesan events.
- Processing is necessary for carrying out legal obligations in relation to Gift Aid or under employment, social security or social protection law, or a collective agreement;
- Processing is carried out by a not-for-profit body with a political, philosophical, religious or trade union aim provided: -
 - the processing relates only to members or former members (or those who have regular contact with it in connection with those purposes); and
 - there is no disclosure to a third party without consent.

5. Sharing your personal data

Your personal data will be treated as strictly confidential and will only be shared with other members of the church or third parties according to the choices you make on the consent form.

6. How long do we keep your personal data?

We keep data in accordance with the Church of England's records retention schedules, which is available from the Church of England website (<https://www.churchofengland.org/about/libraries-and-archives/records-and-information-management>)

Specifically, we retain electoral roll data while it is still current; gift aid declarations and associated paperwork for up to 6 years after the calendar year to which they relate; and parish registers (baptisms, marriages, funerals) permanently. The retention schedule also requires us to delete your personal data one year after our last contact with you.

7. Your rights and your personal data

Unless subject to an exemption under the GDPR, you have the following rights with respect to your personal data: -

- The right to request a copy of your personal data which the PCC of Christ Church, Hillsborough & Wadsley Bridge holds about you;
- The right to request that the PCC of Christ Church, Hillsborough & Wadsley Bridge corrects any personal data if it is found to be inaccurate or out of date;

- The right to request your personal data is erased where it is no longer necessary for the PCC of Christ Church, Hillsborough & Wadsley Bridge to retain such data;
- The right to withdraw your consent to the processing at any time
- The right to request that the data controller provide you with your personal data and where possible, to transmit that data directly to another data controller, (known as the right to data portability), where applicable. *[Only applies where the processing is based on consent or is necessary for the performance of a contract with the data subject and in either case the data controller processes the data by automated means]*.
- The right, where there is a dispute in relation to the accuracy or processing of your personal data, to request a restriction is placed on further processing;
- The right to object to the processing of your personal data, where applicable. *[Only applies where processing is based on legitimate interests (or the performance of a task in the public interest/exercise of official authority); direct marketing and processing for the purposes of scientific/historical research and statistics]*
- The right to lodge a complaint with the Information Commissioners Office.

8. Further processing

If we wish to use your personal data for a new purpose, not covered by this Data Protection Notice, then we will provide you with a new notice explaining this new use prior to commencing the processing and setting out the relevant purposes and processing conditions. Where and whenever necessary, we will seek your prior consent to the new processing.

9. Contact Details

To exercise all relevant rights, or to raise queries or complaints please in the first instance contact the Data Administrator at secchristchurchhwb@gmail.com or Christ Church Hillsborough & Wadsley Bridge, c/o 21 Halifax Road, Sheffield, S6 1LA.

You can contact the Information Commissioners Office on 0303 123 1113 or via email <https://ico.org.uk/global/contact-us/email/> or at the Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire. SK9 5AF.



Christ Church

Hillsborough & Wadsley Bridge

As a church we want to communicate with church members so that everyone can be involved in our life together. We want to communicate with church members in a way which has their consent, and which is in line with UK law on data protection. As a result of a change in UK law, we now need your consent to how we contact you. Please fill in the contact details you want us to use to communicate with you, and return this form to the PCC Secretary

Name: _____

Address: _____

Email Address: _____

Phone Number: _____

Allergies or Potential medical emergencies: _____ (use back if needed)

By signing this form you are confirming that you are consenting to the PCC of Christ Church Hillsborough & Wadsley Bridge holding and processing your personal data for the following purposes (please tick the boxes where you grant consent):-

I consent to the church contacting me by ☐ post ☐ phone or ☐ email.

☐ To keep me informed about news, events, rotas, activities and services at Christ Church.

☐ To including my details in the 'Church Directory' which is circulated to Church Members.

☐ To share my contact details with clergy licensed to the parish.

☐ To share my contact details with the Diocese of Sheffield so they can keep me informed about news, events, activities and services that will be occurring in the diocese and which are directly relevant to the role I am undertaking.

Signed: _____ Dated: _____

You can grant consent to all the purposes; one of the purposes or none of the purposes. Where you do not grant consent we will not be able to use your personal data; (so for example we may not be able to let you know about forthcoming services and events); except in certain limited situations, such as where required to do so by law or to protect members of the public from serious harm. You can find out more about how we use your data from our "Privacy Notice" which is available from our website or on the Church Noticeboard.

You can withdraw or change your consent at any time by contacting the Data Administrator at: PCC Secretary, Christ Church Hillsborough & Wadsley Bridge, Halifax Road, Sheffield, S6 1HJ. Please note that all processing of your personal data will cease once you have withdrawn consent, other than where this is required by law, but this will not affect any personal data that has already been processed prior to this point.

Christ Church PCC - Employee Details Form

1)	Title : Mr/Mrs/Ms/Rev/Dr etc.		
2)	Full Name		
3)	Address		
	: Postcode		
4)	Emergency Contact		
	: Name		
	: Relationship to you		
	: Phone number		
5)	Date of Birth		
6)	Gender		
7)	Job Title		
8)	Bank details for salary / expenses reimbursement		
	: Name of Bank		
	: Account name		
	: Sort Code		
	: Account Number		
9)	Start Date		
10)	Annual Salary		
11)	Hours of work per week		
12)	Pay period		
13)	Period of employment if fixed term		
14)	Evidence of Nationality and right to work in the UK	Proof of identity eg copy of passport or birth certificate	Proof of address eg copy of a utility bill or official letter

Supervision

Parochial Church Council (PCC) of Christ Church Hillsborough and Wadsley Bridge

Policy statement

The PCC believes that all staff and volunteers deserve good support in the work they do, and that this includes regular supervision. Every employee or volunteer should have a clear line manager and the line manager will normally offer this supervision.

Some staff (such as an Assistant Curate) and some volunteers (such as a Church Army officer) will have separate supervision guidance and perhaps separate supervision structures. It's unlikely that these guidelines will conflict with those, but if there are any points of difference, the PCC will endeavour to provide the supervision required by the staff-member's post.

- Related policies include: **all policies in the Human Resources policy handbook**

Policy points

Planning before supervision

Planning by both line manager and the person receiving supervision is very important. This should involve:

- Referring to previous supervision notes/action points
- Referring to appraisal work plan/targets
- Drafting an agenda/preparing notes

Venue

There are no hard and fast guidelines as to where supervision should be conducted. It may be appropriate to hold supervision somewhere less formal than 'the office'. Issues such as time available, confidentiality, comfort and building a relationship, need to be considered. Wherever it is held, it should be interruption free wherever possible.

Frequency

This depends on the role and the stage of development. A typical range of frequency is quarterly to monthly – more frequently during the probationary period. There is a range of appropriate durations – but 1-2 hours is typical.

Set dates in diaries in advance and try to stick to them.

Practices

Supervision practices will vary depending on the supervisee's needs & experience, the line manager's style etc. However, the following should be considered:

- Supervision usually involves reviewing work themes etc, rather than examining every detail of the work. (i.e. usually avoid micro-management).
- It is important to establish what the supervisee wants to talk about at the beginning of the session, and share the supervisor wants to talk about. (i.e. usually set an agenda).
- Supervision should include specific feedback on and thanks for good work and commitment. But it shouldn't be the only place for encouragement!
- Supervision should involve an element of 'challenge'. It is the place to raise difficult issues, and these are best said early before frustrations or patterns develop.
- Supervision should result in a plan (however informal) including steps for addressing any development or training the supervisee needs.

Leaders' Code of Conduct

Parochial Church Council (PCC) of Christ Church Hillsborough and Wadsley Bridge

Policy statement

In accordance with our Christian beliefs, identity, vision and values the PCC expects the highest standards of character and conduct of those who serve as leaders, whether paid or voluntary. The aim of this policy is to set some of those expectations out in fuller form.

Related policies include: **all policies in the Human Resources policy handbook.**

Areas of expectation

Character

We believe the first and most important requirement for any Christian leader is a living relationship with Jesus Christ, and a growing likeness to Him.

This means that leaders are expected to show:

- a deep and growing love for God and the Gospel of Jesus Christ, relying on the power of the Holy Spirit;
- a personal commitment to the Christian faith of the one, holy, catholic and apostolic Church, uniquely revealed in the Bible and set out (a) in the catholic creeds and the historic teaching of the Church of England¹
- conduct which is in accordance with good Christian testimony, namely: Christlike godliness and a commitment to biblical standards in both personal and public life;
- a growth in what the Bible calls the fruit of the Spirit: love, joy, peace, patience, kindness, goodness, faithfulness, gentleness and self-control;
- constant care and safety in all their work with children, and full compliance with the Parish Safeguarding Policy.

Commitment

We believe that after being committed to follow Christ, each Christian is called to use their gifts to serve others in the church family. Those gifts are to be used generously for the benefit and growth of others.

This means that leaders are expected:

¹ This can be found in *the Book of Common Prayer and the 39 Articles*.

- to give their time to pray for the life and ministry of the church and specifically any group or activity they lead;
- to work as part of a team with the vicar and other leaders within the church.

Competence

We believe that our God-given gifts are not only to be used, but to be encouraged and developed. This is a responsibility not just of individual leaders but of their Christian brothers and sisters around them.

This means that PCC will provide, and leaders are expected to make use of:

- regular opportunities for training and growth, whether within the parish (such as supervision) or at conferences elsewhere;
- good quality and sufficient resources (including teaching materials and other materials).

Care

We believe that the whole church is called to support and care for those who serve it as leaders.

This means that the PCC will provide, and leaders are expected to make use of:

- pastoral care, including the support and accessibility of the vicar & leadership team;
- regular opportunities to meet with the rest of the church family and to receive Christian teaching & encouragement for themselves.

Safeguarding Policy

The Parochial Church Council (PCC) of Christ Church, Hillsborough and Wadsley Bridge

In accordance with the Church of England Safeguarding Policy our church is committed to:

- Promoting a safer environment and culture.
- Safely recruiting and supporting all those with any responsibility related to children, young people and vulnerable adults within the church.
- Responding promptly to every safeguarding concern or allegation.
- Caring pastorally for victims/survivors of abuse and other affected persons.
- Caring pastorally for those who are the subject of concerns or allegations of abuse and other affected persons.
- Responding to those that may pose a present risk to others.

The Parish will:

- Create a safe and caring place for all.
- Have a named Parish Safeguarding Officer to work with the incumbent and the PCC to implement policy and procedures.
- Safely recruit, train and support all those with any responsibility for children, young people and adults to have the confidence and skills to recognise and respond to abuse.
- Ensure that there is appropriate insurance cover for all activities involving children and adults undertaken in the name of the parish.
- Display in church premises and on the Parish website the details of who to contact if there are safeguarding concerns or support needs.
- Listen to and take seriously all those who disclose abuse.
- Take steps to protect children and adults when a safeguarding concern of any kind arises, following House of Bishops guidance, including notifying the Diocesan Safeguarding Adviser (DSA) and statutory agencies immediately.
- Offer support to victims/survivors of abuse regardless of the type of abuse, when or where it occurred.

- Care for and monitor any member of the church community who may pose a risk to children and adults whilst maintaining appropriate confidentiality and the safety of all parties.
- Ensure that health and safety policy, procedures and risk assessments are in place and that these are reviewed annually.
- Review the implementation of the Safeguarding Policy, Procedures and Practices at least annually.

Each person who works within this church community will agree to abide by this policy and the guidelines established by this church.

This church appoints **Jenny May** as **Parish Safeguarding Officer**

Sickness absence procedure

Parochial Church Council (PCC) of Christ Church Hillsborough and Wadsley Bridge

Policy statement

This procedure describes the way in which the PCC seeks to balance the employment rights of the employee with the mission and ministry needs of the church.

- Related policies include: **all policies in the Human Resources policy handbook.**

Procedure in the event of staff illness

Procedure in the event of staff illness

- a. If the employee is absent due to sickness, they must telephone their line manager before 10 o'clock on the first day of their absence. (Where this is not possible because of acute illness or emergency, then as soon as possible thereafter.)
- b. The employee must complete and return a self-certificate to their line manager which covers the period from and including the first day of their absence. (There is no special form for this certificate. It is simply a statement in writing or by email describing the reason(s) for and dates of sickness absence
- c. After the 7th calendar day of the employee's absence, they must obtain a medical certificate.
- d. If the employee has supplied a medical certificate, then on their return to work, they must inform their line manager of their return and produce either a 'fit for return to work statement' or a 'phased return to work statement'.
- e. If the employee has been absent from work for more than 7 days or has had a series of short-term absences the line manager will conduct a back to work interview.
- f. If the line manager decides it is appropriate to seek a relevant third-party opinion on the employee's sickness at any time, then the PCC reserves the right to take steps to do this.

Sickness intervention, monitoring and reviews

1. First sickness absence management review

Where any periods of sickness are having, or have had, an impact on the employee's capability or their team's workload, then the employee and their line manager will conduct a sickness absence management review.

The purposes of this meeting are to:

- 1.1 Discuss the reasons for the employee's sickness absence.
- 1.2 Any external or internal organisational issues that may be having a negative impact on their capability, health or well-being.
- 1.3 The implications of the above for the employee's fitness to work.
- 1.4 What the PCC can do to support the employee in a full return to work.

2. Second sickness absence management review

This is the procedure to use if the initial review has not resulted in the agreed outcomes or other demonstrable improvements within or during a period of 3 months. The line manager will be accompanied by a member of PCC.

The purposes of this meeting are to:

- 2.1 Discuss the reasons for the employee's continued sickness absence. The employee will be given a copy of their absence record at the meeting.
- 2.2 Discuss any improvements or progress since the initial review meeting and explain to the employee why their line manager or the PCC still has cause for concern.
- 2.3 Ascertain whether there may be an underlying medical condition, referring to any medical reports available.
- 2.4 Ascertain whether there is some other underlying problem and whether the PCC can provide any support to address it.

The employee's line manager will regularly monitor progress in the 3 months following this meeting. How often the monitoring takes place will depend on the nature of the employee's sickness absence, any other relevant circumstances and whether significant and sustained improvements are being achieved. The employee's line manager will record the results of this monitoring on the report with an action plan.

3. Final sickness absence management review

The employee is entitled to be accompanied at this meeting by a union representative, colleague or supportive friend. The employer (PCC) will be represented by a panel of members.

This procedure will only be used in the following cases:

- 3.1 Where the employee has unacceptably frequent short-term periods of sickness or medium-term sickness and previous reviews have not resulted in agreed action or improvements.
- 3.2 The employee's GP or other consultant advises that there is no underlying medical reason for their sickness.
- 3.3 There is a genuine medical reason but the employee's absences are having a serious negative impact on the PCC's ability to achieve its objectives or deliver its mission and ministry.

3.4 Where the employee has been on long-term sickness and there is no likelihood of them returning to work within a reasonable or foreseeable period or following a phased return to work and/or implementation of reasonable adjustments after review meetings under previous sections.

3.5 Where the employee has been on long-term sickness and they are still unable to carry out their duties as agreed and no further reasonable adjustments can be made to enable them to remain at work.

The purpose of this meeting is to discuss the situation and come to a decision on whether or not to terminate the employee's contract of employment on the grounds of lack of capability.

If the decision of the meeting is for the employee to continue in employment, their sickness absence will continue to be monitored and reviewed for a further 6 months.

If the decision of the meeting is to terminate the employee's employment, it will be terminated as from the date of this meeting and the employee will be notified of their contractual rights of appeal.

If the employee's employment is terminated they will receive their notice in writing, stating the reasons for termination, and they will receive payment in lieu of their contractual notice.

If the decision of the meeting is to terminate the employee's employment under a compromise agreement, then the PCC will arrange for this to be drawn up.

4. Appeal against termination of employment

4.2. Any member of staff who wishes to appeal against a decision to terminate employment on health grounds should write to the churchwarden(s) within 7 days of the initial decision being made.

4.3. A panel, nominated by the PCC members (the appeal panel), will meet to discuss the appeal and the employee will be informed of the outcome of the appeal within 21 days of the churchwarden(s) receiving the letter.

4.4. The appeal panel's decision on the appeal is final.

5. Misconduct

An allegation of misconduct can arise in relation to this policy and its procedures if:

- The employee refuses to provide a self-certificate for their sickness absence.
- The employee does not provide a medical certificate when it is required.

An allegation of misconduct will be dealt with under the disciplinary procedure.

Flexible working procedure

Parochial Church Council (PCC) of Christ Church Hillsborough and Wadsley Bridge

Policy statement

Christ Church has a responsive approach to requests for flexible working options from all staff.

- Related policies include: **all policies in the Human Resources policy handbook.**

The process

1. Scope of the Procedure

The Procedure applies to all employees of Christ Church who meet the qualifying conditions as listed below:

- 1.1. Have at least 26 weeks' continuous service as an employee with the church.
- 1.2. Have not made another application to work flexibly under the right during the last 12 months.

2. Application process

Members of staff who wish to be considered for flexible working should make a request to their line manager in writing. The line manager will then discuss the application with the PCC (usually represented by a member of the Human Resources Sub-committee).

- 2.1. The person representing the PCC will consider the request and arrange to meet to discuss the application within 10 working days of the request being submitted.
- 2.2. The line manager must notify the employee of the decision within 14 days of the meeting.
- 2.3. Both the request and the decision must be recorded in writing and placed in the employee's file.
- 2.4. If the request is successful, both parties need to consider how the revised working patterns will be implemented.
- 2.5. If the request is unsuccessful the employee has 14 days to appeal the decision.
- 2.6. If an appeal is lodged, both parties must meet again within 14 days.
- 2.7. If the appeal is accepted, both parties need to consider how the revised working patterns will be implemented.

2.8. If the appeal is unsuccessful, the employee may in specific circumstances take their case to employment tribunal or binding arbitration.

3. Grounds for refusal of flexible working are as follows:

- 3.1. The burden of additional costs.
- 3.2. A detrimental effect on the recipients of their work (e.g. the children in church groups).
- 3.3. An inability to re-organise work among existing staff.
- 3.4. An inability to recruit additional staff.
- 3.5. A detrimental impact on quality.
- 3.6. A detrimental impact on performance.
- 3.7. Insufficient work during the periods the employee proposes to work.
- 3.8. Planned structural changes.

Maternity, paternity & adoption procedure

Parochial Church Council (PCC) of Christ Church Hillsborough and Wadsley Bridge

Policy statement

The PCC strongly supports marriage and family life as God-given institutions for the good of society. It also strongly commends adoption as a uniquely Christlike form of self-giving love. This procedure sets out how the PCC will do all it can to honour the wellbeing and statutory rights of biological & legal parents (e.g. adoptive or step parents) in its employment.

- Related policies include: **all policies in the Human Resources policy handbook.**

Procedure in the event of pregnancy or planned adoption

The obligations and rights of parents in employment (biological and legal) are protected in law. However, the law and government guidance change frequently. An early discussion between prospective parent and employer gives the best chance of a good outcome for both. Therefore:

1. We recommend that a prospective parent approaches their line manager as early as possible in pregnancy.
 - 1.1. The current legal requirement for maternity leave is 15 weeks' notice before the due date.
 - 1.2. The current legal requirement for maternity pay (SMP) is 28 days before SMP is due to start, followed by a medical letter or MATB1 form no less than 21 days before SMP is due to start.
 - 1.3. The notice periods and methods for paternity, shared and adoption leave or pay change regularly – so again, it is best to tell your line manager at the earliest opportunity.
2. Once the line manager is aware of the pregnancy or prospective adoption, they will arrange a meeting with a PCC representative (normally a member of the Human Resources Sub-committee) and the prospective parent to examine the most current rights and obligations and agree timings and process.

Current information on legal rights and obligations

The Government website is the most up-to-date resource for finding the obligations and rights of parents in employment. Follow <https://www.gov.uk/browse/childcare-parenting> and use the links to 'Pregnancy and birth' or 'Fostering and Adoption' as appropriate.

1. The 'Pregnancy and birth' section provides clear links to information and guidance on:

- 1.1. PREGNANT EMPLOYEES' RIGHTS including:

- 1.1.1. **Antenatal Care Protection**

- 1.1.2. **Maternity Leave**

- 1.1.3. **Maternity Pay** (or **Maternity Allowance** in some circumstances)

- 1.1.4. **Job Protection**

- 1.2. PATERNITY LEAVE AND PAY sets out the rights and obligations of fathers in employment.

- 1.3. EMPLOYEE RIGHTS WHEN ON LEAVE including:

- 1.3.1. **Keeping in Touch Days**

- 1.3.2. **Terms and Conditions Protection**

- 1.3.3. **The Right to Return to Work**

- 1.3.4. **Redundancy Rights**

- 1.4. There is also a section on the right to and conditions of **Shared Parental Care**.

2. The 'Fostering and adoption' section provide clear links to information on:

- 2.1. **Adoption Pay and Leave**

- 2.2. **Shared Parental Pay and Leave**

Bullying and Harassment

Parochial Church Council (PCC) of Christ Church Hillsborough and Wadsley Bridge

Policy statement

Christ Church Hillsborough and Wadsley Bridge is a Christian organisation committed to social justice and resolutely opposed to discrimination in society. We are committed to fair, equitable and respectful treatment of all, regardless of race, ethnicity, religion, lifestyle, sex, sexuality, physical/mental disability, offending background or any other factor.

- Related policies include: **all policies in the Human Resources policy handbook.**
- The **Capability Procedure**, the **Disciplinary Procedure**, the **Grievance Procedure**, and the **Bullying and Harassment Policy** should all be reviewed at the same time.

Definitions

Bullying is defined as, *'the intimidation or belittling of someone through the misuse of power or position, which leaves the recipient feeling hurt, upset, vulnerable or helpless.'*

Harassment is defined as, *'Unwanted conduct that violates people's dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment.'*

Protected characteristics are currently defined in UK law as: *'age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion, sex, and sexual orientation.'*

Beliefs & ethics

The Equality Act permits religious organisations to discriminate against a particular protected characteristic where it is necessary to comply with the doctrine of the organisation or to avoid conflict with the strongly held religious convictions of a significant number of the religion's followers.

We are transparent in identifying our organisation as an Anglican Evangelical Church. This means that our beliefs and ethics are also Anglican and Evangelical. They will therefore diverge at certain points from the ethics of those other faiths and those of no faith at all. We do not want anyone to experience this difference of opinion as bullying or harassment. We will do all that we can to manage this risk.

Procedures

1. Responsibility of employees & volunteers

- 1.1 All employees have a personal responsibility not to harass or bully other members of staff, or to condone harassment or bullying by others.
- 1.2 Harassment and bullying is misconduct and appropriate disciplinary action may be taken against any employee found to have harassed or bullied an individual at work.
- 1.3 Employees should also be aware that they could be personally liable by law if they harass anyone at work.
- 1.4 All employees have a duty to assist in the creation of a safe working environment, where unacceptable behaviour is not tolerated. This may include challenging unacceptable behaviour and ensuring their own behaviour doesn't contribute to or collude with unacceptable behaviour.
- 1.5 Any employee who becomes aware of harassment or bullying occurring should bring it to the attention of their line manager.

2. Responsibility of staff and volunteers in leadership roles

- 2.1 Staff or volunteers in leadership roles (e.g. vicar, churchwardens) have an obligation to prevent harassment or bullying and to take immediate action once it has been identified, whether or not a complaint has been made.
- 2.2 Staff in leadership roles must ensure that the workplace under their control is one where everyone has the right to be treated with dignity and respect.
- 2.3 They should respond to complaints swiftly and sensitively, and be aware of behaviour which would cause offence, if necessary reminding employees of expected standards.
- 2.4 If it is not appropriate for the vicar or youth minister to be involved with specific complaints, the issue will be dealt with by a church warden.

3. Dealing with complaints informally

- 3.1 Where possible and appropriate, harassment and bullying complaints should be dealt with by using an informal approach, at least in the first instance. Informal action provides the opportunity to resolve allegations of harassment through informal discussion and mediation giving the alleged harasser the opportunity to stop and change their behaviour.
- 3.2 An employee who feels they are being subjected to harassment or bullying should keep a record of the incident including the date, time, nature of the incident and any witnesses present.
- 3.3 If they feel able, an employee should approach the alleged harasser directly, making it clear that the behaviour is offensive and unwelcome and asking for it to stop.

3.4 Alternatively, a line manager could raise the issue on their behalf, or facilitate mediation.

3.5 When a resolution is reached with both parties' agreement, this should be given in writing to each party and a copy placed on their personnel files. The line manager should continue to monitor the situation.

4. Dealing with complaints formally

4.1 If it is not possible to resolve the matter through an informal approach, or if it is found to be ineffective, the grievance procedure should be followed.

4.2 The complainant has the same right of appeal as outlined in the grievance procedure.

Capability procedure

Parochial Church Council (PCC) of Christ Church Hillsborough and Wadsley Bridge

Policy statement

The purpose of the Capability Procedure is to ensure that staff achieve and maintain the level of work performance expected of them and to provide a fair mechanism for dealing with those employees who are unable to achieve a satisfactory performance.

Capability is assessed in terms of the skills, aptitudes, and health which are required by the employee to carry out the work satisfactorily.

Where the employee has permanent ill-health or a disability, the employer will take reasonable steps to adjust the work conditions of the employee so that they are capable of carrying out the work satisfactorily.

This procedure is designed to clarify the rights and responsibilities of Christ Church staff in the event of capability action.

It is expected that most issues with the work performance of an employee will be resolved under Christ Church's supervision and appraisal process or under the sickness absence policy.

This procedure will be used only where the line manager considers that unsatisfactory working persists and is due to the **lack of skills or aptitude of the employee**.

- Related policies include: **all policies in the Human Resources policy handbook**.
- The **Capability Procedure**, the **Disciplinary Procedure**, the **Grievance Procedure**, and the **Bullying and Harassment Policy** should all be reviewed at the same time.

The process

The Capability procedure has three stages of interviews with the right of appeal at each stage. At all stages the employee is entitled to have a representative at the interviews, this could be a union representative, colleague or supportive friend.

Stage 1

1. First Capability Interview

If the employee's line manager is unable to resolve the problem within supervision, the line manager will arrange an informal interview with the employee.

At the interview:

- 1.1. The line manager will describe the work performance expected of the employee and explain how it has not met the standards required. The line manager will also describe what measures have been taken to improve the situation.
- 1.2. The employee may offer an explanation.
- 1.3. The line manager will set out a plan of action aimed at improving the employee's performance and set a time scale for reviewing matters.
- 1.4. A letter confirming the plan of action and the review period will be sent to the employee within 7 days of the interview, stating that their performance will be monitored during the review period.

2. Capability Review Interview

- 2.1. At the end of the review period the line manager will arrange a further interview.
- 2.2. If the employee's performance has improved, they should be informed that it is now satisfactory and also be told that if a satisfactory performance is not maintained, further capability action may be taken.
- 2.3. If the employee's performance has failed to improve, a Stage 2 capability interview will be arranged.
- 2.4. A letter confirming the decision will be sent to the employee within 7 days.

Stage 2:

3. Second Capability Interview

- 3.1. The line manager will arrange for the Capability panel (comprising of Line manager, a churchwarden and 1 other PCC member), to hold a formal interview with the employee, at a time convenient to all parties.
- 3.2. The line manager will describe the work performance expected of the employee and explain how it has not met the standards required; the line manager will also confirm that, despite additional support provided during the Stage 1 review period, the employee's performance has still not reached a satisfactory level.
- 3.3. The employee may offer an explanation.
- 3.4. The Panel will set out a further or revised plan of action aimed at improving the employee's performance and set a reviewing period. The employee will be formally told that failure to improve sufficiently may lead to further capability action, including dismissal.
- 3.5. A letter confirming the details of the interview will be sent to the employee within 7 days of the interview.

4. Second Capability Review Interview

- 4.1. At the end of the review period the line manager will arrange a further interview by the Capability panel.
- 4.2. If the employee's performance has improved, they should be informed that it is now satisfactory and also be told that if a satisfactory performance is not maintained, further capability action may be taken, including dismissal.
- 4.3. If the employee's performance has failed to improve, a Stage 3 capability interview will be arranged within 21 days.
- 4.4. A letter confirming the decision will be sent to the employee within 7 days.

Stage 3:

5. Final Capability Interview

The line manager will arrange for the Capability Panel to hold a formal interview with the employee. The employee will be given at least 7 days written notice of the interview, that will include the venue and time, any evidence that will be used to prove the incapability and the right to be accompanied by a statutory representative.

At the interview:

- 5.1. The line manager will describe the work performance expected of the employee and explain how it has not met the standards required. The line manager will also confirm that, despite additional support provided during Stages 1 and 2 of the process, the employee's performance has still not reached a satisfactory level.
- 5.2. The employee may offer an explanation.
- 5.3. The Panel will consider the following options:
 - 5.3.1. dismissal of the employee on grounds of the lack of capability
 - 5.3.2. a final warning and further training within a specified period
- 5.4. Where an employee is dismissed under 5.3.1. above, the length of notice will be that specified in their Terms & Conditions of Employment.
- 5.5. Where the employee is given a final warning under 5.3.2 above, training and support will be provided during the specified period. At the end of the period a 'Final Capability Review Interview' will be held. If the employee's performance is still unsatisfactory, the panel will confirm the dismissal of the employee on grounds of lack of capability.
- 5.6. A letter confirming the details of the interview will be sent to the employee within 7 days of the interview and a copy will be placed on the employee's personal file.

Appeals

An employee may appeal to the vicar or a churchwarden against any capability action within 7 days of the Capability Interview. The appeal must be in writing and state clearly the grounds for the appeal. The appeal will be heard by a panel nominated by the PCC.

If the employee wishes to challenge the medical advice given to the employer, they must provide additional information within 14 days.

The appeal panel hearing must be held within 14 days of the receipt of the appeal letter.

The employee must be given at least 7 days notice in writing of the date, time and location of the appeal panel. The notice will also state the names of the panel members and the right to representation.

The appeal panel may uphold the appeal or confirm the decision of the interview.

A letter confirming the decision of the appeal panel will be sent to the employee within 7 days of the hearing and a copy will be placed on the employee's personal file.

The decision by the appeal panel is final.

Miscellaneous

It is essential to keep proper records. Detailed notes should be kept of any interviews relating to a capability process. Accurate minutes must be kept of interviews and any appeal hearings.

Disciplinary procedure

Parochial Church Council (PCC) of Christ Church Hillsborough and Wadsley Bridge

Policy statement

Christ Church, as employer, is committed to fairness in all dealings with its staff members. The church believes that all are made in the image of God and its intention is to treat all people fairly, with dignity and with respect.

The employer recognises that there may be times when the conduct, performance or capability of employees does not meet expectations. In this case, it will be brought to the employee's attention as soon as possible and in an informal manner initially with the intention of providing the support needed by the employee to meet the expectations of the role.

However, the employer recognises that there may be times when an informal approach is not enough to resolve a situation. This procedure explains what the employee can expect when a more formal approach is needed to resolve an issue of **conduct**.

1. Related policies include: **all policies in the Human Resources policy handbook**.
2. The **Capability Procedure**, the **Disciplinary Procedure**, the **Grievance Procedure**, and the **Bullying and Harassment Policy** should all be reviewed at the same time.

3. The process

If the employee's line manager believes that the employee's conduct has not met the expectations of the role, they will inform the employee that they intend to implement the disciplinary procedure.

The line manager will initiate the following process:

1.1. Suspension

If the line manager believes any of the following to be true, they may suspend the employee from work until the end of the process:

- The allegations against the employee are so serious, that their continued presence at the workplace or carrying out their duties for the organisation, would be detrimental to its reputation or to the employee themselves.
- The employee's continued presence at the workplace or carrying out duties for the organisation would hinder an effective investigation.

Whilst suspended the employee will continue to receive their usual pay.

In order to facilitate an effective investigation, the employee should exercise the utmost discretion in how they speak to others about it.

The employer aims to make any period of suspension as brief as possible and will update the employee on a weekly basis if it is to continue with the reasons for the delay.

1.2. Investigation

This might include any records of performance reviews or statements about the employee's work from other members of staff, volunteers or third parties. The key here is to establish the facts. It may be appropriate for the line manager to meet with the employee as part of the investigation. This is not the same as a disciplinary hearing. At this stage the line manager might decide that there is no case to answer and no further action will be taken. Alternatively, the line manager may decide to invite the employee to a disciplinary hearing to discuss their investigation.

1.3. Invitation to a hearing

If the employee is invited to a disciplinary hearing they will be told:

- The date and time of the meeting.
- The venue of the meeting.
- Who will be present and why (For example, there may be a notetaker present).
- The details of what expectations have not been met, including all evidence used to reach that decision.
- What the possible outcomes of the meeting might be (For example; first written warning / final written warning / dismissal).
- Explain the employee's right to be accompanied to the disciplinary hearing.

The date of the hearing will be as soon as is reasonably practical following any investigation.

If the employee is repeatedly or unreasonably unavailable to attend a hearing the employer may choose to proceed and make a decision in their absence.

The person conducting the hearing will not be the line manager, but a member of the PCC.

The employer will state their case and then invite the employee or their companion to respond. It is likely that some discussion will follow.

If it becomes evident that further investigation is required because new information comes to light, a decision may be taken to adjourn the hearing pending further investigation. This will be done as quickly as possible.

Once the case has been discussed with both the employer and employee having the chance to respond to each other, the hearing will close.

The employee can expect to hear from the employer within 10 working days.

1.4. The decision

A representative for the employer will endeavour to meet with the employee within 10 working days to deliver the decision as far as is practical. The employee does not have

the right to be accompanied at this meeting. The decision will also be confirmed in writing to the employee.

The decision will include:

- What the employee has or has not done, which has not met expectations.
- What sanctions the employer has made (first written / final written warning / dismissal).
- How long the sanction remains on the employee's file.
- What the employer's expectations are going forward.
- When the employer expects to see these expectations met.
- What the consequences are for continued failure to meet the expectations.
- The right to appeal this decision and how to do that.

4. The employee's right to be accompanied

The employee has the right to be accompanied to a disciplinary hearing by a union representative, colleague or supportive friend.

The employer will ensure that the employee has the time to prepare their case with their companion before any hearing and will help to agree suitable dates for them to be available within a reasonable time frame in order to avoid undue delay.

The employee is not permitted to invite a companion that would prejudice the hearing.

The role of the companion is to address the hearing, to put forward and sum up the employee's case, to respond on their behalf to any views expressed in the meeting and to confer with the employee during the meeting.

The companion does not have the right to address the hearing if the employee does not wish it or to prevent the employer from stating their case. The companion cannot answer questions on the employee's behalf.

5. Gross misconduct

Gross misconduct is misconduct that is so serious that, even for a first offence, the employer believes the employee is no longer an appropriate person for the role.

If the employer believes that the employee has committed an act of gross misconduct, the employee will be suspended immediately and an investigation and a disciplinary hearing will follow, as described above. If the allegations against the employee are upheld, they may be dismissed immediately, without notice.

Examples of gross misconduct are bullying, physical violence, theft, fraud, bringing the organisation into disrepute, abusing a position of trust.

This list is not exhaustive and there will be other examples.

Being charged or convicted of a criminal offence is not necessarily a reason for disciplinary action. If this happens the employer would investigate it and a decision would be made based on what any charge or conviction means for the employee's

relationship with the organisation, whether they bring the organisation into disrepute or whether it affects their ability to do the job.

6. Appeals

Should the employee believe that a disciplinary decision made against them is unfair, they have the right to appeal. The employee should put any appeal in writing to one of the churchwardens within 10 days of receiving the initial disciplinary decision.

This letter should state the reasons for the employee's appeal.

The employer will agree with the employee on a date for an appeal hearing which will be heard by a panel appointed by the PCC within 7 days of receiving the employee's appeal letter.

The appeal will follow the same process outlined above (1.1-1.4): There will be an investigation, the employee has the right to be accompanied, there will be a hearing and the employer will deliver a decision to the employee in writing.

The decision of the appeal panel is final.

Grievance procedure

Parochial Church Council (PCC) of Christ Church Hillsborough and Wadsley Bridge

Policy statement

Christ Church, as employer, is committed to fairness in all dealings with its staff members. The church believes that all are made in the image of God and its intention is to treat all people fairly, with dignity and with respect.

However, it is also recognised that there may be occasions when employees may disagree with the employer or have other issues in their duties that they may wish to raise objections to. It is hoped that most issues can be resolved informally through the normal methods of communication, but if the employee feels they need to raise a formal grievance, this document outlines the process they should follow.

If a volunteer wishes to raise a grievance the PCC will seek to respond with a similar level of care – but the steps outlined here are specifically to protect the rights of those employed by the PCC.

- Related policies include: **all policies in the Human Resources policy handbook.**
- The **Capability Procedure**, the **Disciplinary Procedure**, the **Grievance Procedure**, and the **Bullying and Harassment Policy** should all be reviewed at the same time.

Formal procedure

1. Raising the grievance

If the employee feels that they have exhausted all informal options, then they should put their concerns in writing to their line manager. The letter should be factual, explain what led up to the issue and what steps have already been taken to resolve the matter. It may also be helpful for the employee to communicate what they would like to see happen.

If the grievance is about the employee's line manager and they feel unable to approach them about the matter, the employee should address their grievance to one of the churchwardens. The line manager or churchwarden should then appoint a case investigator who may be a member of the PCC or another appropriate person.

2. The investigation

The investigator (see above) will investigate the facts. This is likely involve interviewing the other people involved – specifically the person or persons against whom the grievance has been raised and any witnesses.

2.1. Aggrieved employee interview

Within 7 days of appointing an investigator, the aggrieved employee will be invited to a grievance interview to discuss their grievance in detail.

2.2. Subsequent investigation

Within 21 days of the aggrieved employee interview, the investigator will meet with the alleged offender(s) and any relevant witnesses. They will also examine any relevant evidence and all relevant guidelines. If necessary, they will seek external advice – for example from the Diocesan HR officer. Finally, they will provide recommendations to the employer on the specific grievance(s) and possible actions to be taken.

2.3. Outcome hearings

Both the aggrieved employee and the alleged offender(s) will be invited to outcome hearings (usually separately).

On invitation to their outcome hearing, each will be told:

- The date and time of the meeting.
- The venue of the meeting.
- Who will be present and why (For example, there may be a notetaker present).
- That they have a right to be accompanied to the hearing.

The date of the hearing will be as soon as is reasonably practical following any investigation.

The employer will state what the investigation has found and their plan of action.

It is likely that some discussion will follow.

Both parties will have the chance to respond.

The employer will listen to both parties' responses and confirm their decision to both parties in writing within 14 days. Further investigation or external advice may be required before confirming the decision.

3. The right to be accompanied

Each party has the right to be accompanied to each hearing and interview by a union representative, colleague or supportive friend.

The employer and investigator will ensure that each party has the time to prepare their case with their companion before the outcome hearing and will help to agree suitable dates for them to be available within a reasonable time frame in order to avoid undue delay.

The parties are not permitted to invite a companion who would prejudice the hearing.

The role of the companion is to address the hearing, to put forward and sum up the party's case, to respond on their behalf to any views expressed in the meeting and to confer with them during the meeting or hearing.

The companion does not have the right to address the hearing if the party does not wish it or to prevent the party from stating their case. The companion cannot answer questions on their party's behalf.

4. Appeals

Should either party be unhappy with the employer's decision or if they believe it is unfair, they have the right to appeal. They should put any appeal in writing to one of the churchwardens within 10 days of receiving the initial decision in writing.

This letter should state the reasons for the appeal.

The employer will agree with the appealing party a date for an appeal hearing which will be heard by a panel appointed by the PCC within 7 days of receiving the appeal letter.

The appeal will follow the same process as for an investigation outlined above (2.1-2.3). There will be an investigation. The party appealing has the right to be accompanied. There will be a hearing, and the employer will deliver a decision to the employee in writing.

The decision of the appeal hearing is final.

Mediation

It may be beneficial for the issues raised to be resolved through mediation. Either party or the investigator can suggest this at any point in the process.

The investigator and another senior member of PCC not involved in the case will agree a mutually acceptable individual or organisation to mediate between the two parties as soon as is practically possible.