



**DIOCESE OF  
GLOUCESTER**

## **LIFE Development Fund applications and HR**

**A practical tool kit with all you need to know and do if you are applying  
for funding which includes employing a new member of staff!**

## PARISHES AS EMPLOYERS 2018

### 1. Introduction

- 1.1 Across the Diocese churches, charities and other organisations are applying to the LIFE Development Fund for funding for creative and innovative projects that will develop the mission and presence of the church and bring new capacity.
- 1.2 Within these applications there are often plans to employ a new member of staff. From researchers and administrators, to pioneer ministers, youth workers and children and family workers, to name but a few!
- 1.3 For any organization as an employing body, the day to day responsibilities as an employer, and with all the legal employment requirements, procedures and policies, and day to day management issues and decisions, can seem very daunting.
- 1.4 This guide will help you work through a checklist of what you need to think about, or have in place, from when you begin to think about employing someone, right through to them ending their employment relationship with you!

### 2. Checklist - a starter for ten!

1. Who is the employer?
2. How do you decide what you want someone to do?
3. What can you afford?
4. For how long?
5. What is your Plan B?
6. What are the legalities?
7. What rights would an employee have?
8. What happens if something goes wrong?
9. How do we plan for the future?
10. Where do we go for help and advice?

#### 1. Who is the employer?

For churches, a Parochial Church Council (PCC) is a legal body so is an employer. Where a team or deanery are looking to appoint someone this can be done through one of the PCCs taking that responsibility on. This often works by having a small 'project group' with representatives of each church contributing so that there is ownership and shared responsibility. For other organisations and charities, they will be the employer.

#### 2. How do you decide what you want someone to do?

Even before you start working out the finer points, it's a good idea to brainstorm what you'd ideally like someone to do when in post. You can then work back through the brainstorm and work out what is really achievable, what is a 'would be nice' and what is

'probably not in the time available' so you can then have a realistic view of what someone can do in the time you can afford, and then begin to populate a *Draft Job Description* (see appendix a).

### 3. What can you afford?

- 3.1 This is often the first hurdle people fall at! Be realistic about the salary you are going to be able to pay for the skills, knowledge and experience you are seeking to attract! If someone is already in a job, they are unlikely to take a salary cut because you are only offering the national living wage!
- 3.2 At this point it's worth contacting the HR Department at Church House for an idea of what range of local salaries are paid against a range of roles both within the diocese, the Cathedral and other organisations locally to give you a starting point. Then you can work out if what you can afford can be full time, or part time.
- 3.3 The diocese central offices (the Board of Finance) and Cathedral are committed to paying the National Living Wage Foundation out of London hourly rate which for 2018 is £8.75 per hour for someone over 18).  
<https://www.livingwage.org.uk/calculation>.
- 3.4 If you are looking at recruiting someone with for example youth work or children/family work experience you could be looking at a salary of £9-£15 per hour depending on qualifications or the experience you are seeking.
- 3.5 Don't forget that you may need to include Employer's National Insurance Contributions, and pension also. Some organisations will already run their own payroll, but for churches that do not do this, contact Harriet Fletcher - the Diocesan Finance Officer - who is able to run payroll for parishes, and she can send you a pack of information and can talk you through the process and how it works  
[hfletcher@glosdioc.org.uk](mailto:hfletcher@glosdioc.org.uk).
- 3.6 With your application, check how many years you are applying for funding for, and therefore whether you may need to pay redundancy at the end of your appointment (eg after two years). <https://www.gov.uk/calculate-your-redundancy-pay>
- 3.7 Don't forget in your budget planning there are other expenses to add in such as mileage, out of pocket expenses as appropriate, IT and phone costs, office supplies etc. Whilst your person might well work from home you will need to contribute to their home working costs too – so set a realistic budget at the outset.

### 4. For how long?

- 4.1 Whilst you might hope that this is could be a permanent appointment, the LIFE Development Fund Stewards will be working with you on what is sustainable after your initial funding, if you are successful in your application.

- 4.2 For this reason it is quite legal for you to offer a fixed term contract, so long as you make that clear on your advertising material and in the job description and subsequent job offer.
- 4.3 You might also be seeking additional funding from a number of other funders who will want to see that you have made provisions to cover any shortfall (eg if the fund agree to 75% of costs for two years, where will the shortfall come from?). You will need to have all this in place before you can advertise for a role.

## **5. What is your Plan B?**

- 5.1 If you are successful in your application but only get part of the funding, or if from your plans you need to reduce the hours and increase the salary to get the experience/skill you need, have a Plan B up your sleeve! Funders really like to see you are being creative, so you can be aspirational, but if in reality it's not quite what you get, have a slightly lower expectation that is achievable, and if you are successful with that, you can use that as evidence in following years to increase your project!
- 5.2 If one application to one funder is unsuccessful, make sure you have thought of a variety of other funders you can approach. In all cases you'll need to check with the clerk to that body when the Trustees of a fund actually meet and the deadline for applications. It's an easy hurdle to trip up over if you are ready to go with an application but then find that a Trust isn't meeting for another four months!

## **6. What are the legalities?**

- 6.1 You must remember that employing people means that you undertake your responsibilities as employer seriously, and remember that all employees working for you have a number of rights enshrined in employment law as well as through regulation, good practice, Church of England guidance where applicable, and appropriate flexibility.
- 6.3 You need to recruit lawfully (ie without discrimination unless this can be justified); to provide a statement of particulars/contract, offer letter, terms and conditions, references and DBS checks as appropriate; and to be clear what any benefits are, so thinking through your annual leave entitlement, sick pay, family friendly policies etc are all key at the beginning of any employment – then things should hopefully be very straight forward!
- 6.4 Questions often asked of the HR team at Church House, include:
- Can we employ a Christian for this role?
  - Can we have a flexible contract as we don't really know what days someone can work yet?
  - Can we insist the employee comes to our church?
  - Can we include evening and weekend work in our role?
  - Can we insist the employee works on a bank holiday?
  - Can we pay our employee instead of them taking their holiday?
  - How do you calculate holidays for part time employees?

- Can we ask our employee to volunteer as well as being employed as we can only afford a certain number of hours and need someone for more hours?
- Why do we have to pay sick pay?
- How do we make someone redundant, we haven't any further funding?
- Can someone be self-employed and invoice us rather than us employing them?
- Why do we need such a big Employment Handbook when we are only employing one person? It seems overwhelming and really over the top!
- When do we need to start paying into a pension scheme?

The HR team at Church House can answer all these and more! See our FAQ sheet in Appendix B <http://www.gloucester.anglican.org/parish-resources/hr/>

## **7. What rights would an employee have?**

- 7.1 Employees have the right to be fairly treated and the right to fair and due process across the life of their employment with you. So it is important that these responsibilities are considered carefully within any distinctive Christian ethos and identity.
- 7.2 This can include capability, discipline, contractual issues, whistleblowing, health and safety, safeguarding, leave, sickness absence, fair reasons for dismissal, family friendly rights such as maternity pay and parental leave; salary/pension, and so on.  
<https://www.gov.uk/browse/employing-people/contracts>
- 7.2 Organisations should have an employment handbook (the diocesan HR team have a template for PCCs that they can talk you through) or organisations can say on any paperwork that they follow ACAS guidance (largely the same but not set out in a big handbook!)

## **8. What happens if something goes wrong?**

- 8.1 Whilst most employment arrangements go really well, from time to time issues arise, and it's important when they do to follow a careful process to ensure that organisations aren't leaving themselves open to challenge.
- 8.2 Often an issue is a result of a misunderstanding and a straightforward process of catching up and clarifying things can be really helpful. Other times it's more complicated and can arise through absence, through conduct or capability, through attitude or behavior – dealing with any of these can seem daunting, but with some advice and coaching from the HR team they can be resolved.

## **9. How do we plan employment into our funding application?**

- 9.1 Brainstorm your ideas for the role, then have a reality check about what is realistic and achievable, use the template in appendix a to help you (the Diocesan HR team have some examples of roles you might find it helpful to look at).

- 9.2 Check out what salary level is realistic in attracting someone with the skills/knowledge/experience you are seeking and then factor that into the role, and whether it's a full or part time role you can offer.
- 9.3 For churches, think through which PCC will be the employer and what sort of small group might help oversee the project/employment as appropriate.
- 9.4 If there is particular training your person will need to undertake, or if they need a DBS check before they start work, then factor that all into your recruitment time line.
- 9.5 Organisations will need to have lined up
- An advertisement for the role and have thought through where best to advertise
  - A confirmed Job Description and person specification so that you are clear about the range of skills, knowledge, experience, qualifications etc you are seeking, as well as determining who will be the day to day manager and any other local arrangements; what support your person will have etc
  - An application form - the diocesan HR team have a template you can adapt (CVs should not be used on their own)
  - For churches, a safer recruitment process, so you follow church guidance where a person will be working with children or vulnerable adults
  - Payroll processes and pension considerations
  - A draft offer letter with basic terms and conditions, a references letter, a draft contract and draft handbook ready for your new starter (the Diocesan team can help with drafts of all of these!)

## **10. Where do we go for help and advice?**

The Diocesan HR team are on hand! <http://www.gloucester.anglican.org/parish-resources/hr/>

NB

An important change to law in 2018 will be the GDPR – this is the General Data Protection Regulations - and it will affect all organisations and their employees in terms of the information they each hold about people locally, what they do with that information, how it is used, shared and stored. It will be important to factor thoughts and plans for this into recruitment plans from the outset: <http://www.gloucester.anglican.org/parish-resources/gdpr/>

**ORGANISATION LOGO ETC**

**JOB DESCRIPTION AND PERSON SPECIFICATION**

<b>Job Title</b>	Job title (and * if appropriate see below)
<b>Salary and hours</b>	
<b>Special conditions</b>	Eg fixed term, for how long etc
<b>Reporting to</b>	Management line
<b>Reporting to job holder</b>	Any volunteers or other staff?
<b>Date of issue</b>	

<b>Overall Purpose(s) of Post</b>
To .....

<b>Context of the role</b>
Say something about the organization/church/benefice/project as an introduction

	<b>Responsibilities and Accountabilities</b>	<b>Nature and Scope of Role</b>
	This is the <b>WHATS</b> the role is responsible for - for example:	These are the <b>HOWS</b> that element might be achieved
1	Develop and sustain relationships with families across the whole community	This includes: Listening to the hopes and needs of all families in the community and design activities to respond to these
2	Add in as many as you need !	
3		
4		
5		
6		
7		
8		

### **Generic Responsibilities**

<b>1</b>	<b>To ensure that all health and safety instructions are followed and that care is taken to ensure safety for self and colleagues, reporting concerns immediately</b>
<b>2</b>	<b>To ensure the highest standards of safeguarding practice</b>
<b>3</b>	<b>To undertake as requested other duties as may reasonably be expected</b>

Only where appropriate you are able to say

**\*This post carries a Genuine Occupational Requirement for the role holder to be a practicing Christian under the Equality Act provisions.**

This is only appropriate in quite limited circumstances so do check!

**PERSON SPECIFICATION**  
**(Example – make this as relevant as possible to the role)**

<b>Attributes</b>	<b>Essential</b> (or expected to train/qualify to that standard as appropriate)	<b>Desirable</b>
<b>General</b>	A person with very good pastoral understanding and sensitivity, able to relate warmly to parents and children	Holder of a full UK driving licence
<b>Qualifications and Training</b>	Experienced (preferably in a professional capacity) in working with families and young people  Degree in relevant subject area, or qualification by experience	Biblically/theologically trained
<b>Experience</b>	Actively looking to develop and refine your gifts and skills  Willingness to work alone and to be self-motivated.  Host and present in both large and small settings	
<b>Knowledge, skills and abilities</b>	Confident, friendly and helpful telephone manner  Organised with good eye to detail  Computer literate	Share a particular skill, such as sport, music or the arts.
<b>Personal Qualities</b>	A 'people-person', good at making contacts and networking  Efficient, organised and reliable  Approachable, friendly and keen sense of humour!	

## Appendix B

### Frequently Asked Questions!

1	Can we employ a Christian for this role?	<p>It depends on the nature of the role and if being a Christian is an essential or desirable criteria. For example you can argue the case for a Children and Families Worker who is part of your leadership team and working to promote the church locally, following up baptisms etc. But you couldn't argue the case for a caretaker or cleaner role.</p> <p>For an administration role there may be arguments on either side, so it is important to ensure that you have worked through the 'essential' or 'would be nice' test to help you work things through.</p> <p><a href="http://www.parishresources.org.uk/wp-content/uploads/Just_Employment.pdf">http://www.parishresources.org.uk/wp-content/uploads/Just_Employment.pdf</a> is a useful link.</p> <p>For any prospective employment it is important to undertake a clear assessment so you aren't vulnerable to legal/discrimination challenge.</p>
2	Can we have a flexible contract as we don't really know what days someone can work yet?	<p>You need to be clear in your advert and role description what you are seeking so that people can ask any flexibility questions at interview or in any informal information seeking.</p> <p>Whilst there may be some flexibility you need to be clear at the outset what your expectations are. You need to be fair to all possible candidates so that they know what they are applying for and what their commitment may look like. You can always state that you are open to further discussion.</p>
3	For church roles: Can we insist the employee comes to our church?	<p>This is tricky! It will depend on the nature of the role. For example you cannot insist that an administrator comes to your church – or even moves to your church from another! However if you have a youth worker you might ask them to be part of your church a certain number of Sundays a month so that they can lead particular events.</p> <p>You need to build any expectation into the role description so that you manage expectations from the outset.</p>
4	Can we include evening and weekend work in our role?	<p>Yes, so long as if it means working additional hours, that time off in lieu is given. If it is part of the normal working arrangements make that clear in the role description. Any additional hours of course must be by mutual agreement.</p> <p>For example if you say 35 hours per week including evenings and weekends, you need to give a clear outline as to what that means in practice!</p>

5	Can we pay our employee instead of them taking their holiday?	NO! This is known as 'rolling up holiday pay' and this practice is now illegal!
6	Can we insist the employee works on a bank holiday?  And  How do you calculate holidays for part time employees?	<p>Yes, so long as an alternative day off is given!</p> <p>Bank Holidays are always confusing, as people can think if they aren't worked (eg someone doesn't work on a Monday) then no leave is due.</p> <p><b>The Part Time Workers' Directive</b> makes it easier to understand if you explain full and part timers are entitled to the same leave (pro-rated according to the hours worked in a week) and then where a bank holiday falls on a normal working day these are deducted from the total.</p> <p>If you give your full time people 20 days leave plus 8 bank holidays = 5.6 weeks, then your part time folk also get 5.6 weeks (of their usual week). To calculate their exact amount, multiply this by the number of hours they work in a week. So someone working 20 hours per week would get <math>5.6 \times 20 = 112</math> hours per year (then deduct any bank holidays which fall on a day they would normally work!)</p> <p>Don't get bogged down by this, give the HR team a call! If we had £5 for every time we responded to a part time hours annual leave calculation we'd be very rich! 😊</p>
7	Can we ask our employee to volunteer as well as being employed, as we can only afford a certain number of hours and need someone for more hours?	Well you can try! There is no employment relationship with volunteering! If someone volunteers that has to be a personal choice.
8	How do we calculate salary and leave for people working term time only?	<p>Term time only contracts are usually for 39 or 40 weeks a year. Take the full time salary, divide by 52 (weeks in a full year) and multiply by 39 or 40. This gives you the pro-rated salary which is then paid in twelve equal installments through payroll so you don't end up in any contractual breaks.</p> <p>Please consider annual leave arrangements as you begin to think about a term time only contract, so you can be clear what leave can be taken during a term, and what is taken outside.</p> <p>For further advice contact the HR team, as contracts and arrangements can vary.</p>
9	Why do we have to pay sick pay?	It's the law! But you only have to pay statutory levels of sick pay, you can choose to enhance this if you wish. But be clear in your employment handbook from the outset.

10	How do we make someone redundant, if we haven't any further funding?	There is a careful process to follow to ensure people are informed of a potential redundancy situation at the earliest opportunity (in parishes make sure someone doesn't hear about an inappropriate conversation at a PCC meeting!) Consultation, decision making, and the right of appeal are all employment rights, but call the HR team for more advice.
11	Can someone be self-employed and invoice us rather than us employing them?	There is a clear HMRC test for who is self-employed and genuinely working for themselves, and who is clearly an employee. <a href="http://www.parishresources.org.uk/wp-content/uploads/Just_Employment.pdf">http://www.parishresources.org.uk/wp-content/uploads/Just_Employment.pdf</a>
12	Why do we need such a big Employment Handbook when we are only employing one person? it seems overwhelming and really over the top	Employment handbooks cover a whole range of issues that will be relevant to some but not all, at some but not all times in their working relationship with the organization – it's worth having one in place from the outset. It can feel a bit overwhelming and clunky – but it does cover every eventuality.  However, some organisations prefer to put on their contracts that they follow ACAS guidance. It is broadly the same as a handbook! It's just that this is mostly online and can be downloaded in sections according to the issue.  The HR team are on hand for advice to churches throughout an issue whichever route you choose.
13	What do we do if our employee becomes pregnant?	Follow statutory maternity guidance. Check your own employment handbook or the ACAS guidelines. Payment for maternity leave will depend on how long someone has worked for you before becoming pregnant. It is also important at a very early stage to risk assess someone's role as you have responsibility for their health and safety at work.  (This also applies to adoption).
14	When do we need to start paying into a pension scheme?	When you begin/set up your payroll with the diocese or with HMRC you will be given a PAYE reference. By entering this into the Pension Regulator auto enrolment calculator this will tell you what to do next! <a href="http://www.parishresources.org.uk/wp-content/uploads/Just_Employment.pdf">http://www.parishresources.org.uk/wp-content/uploads/Just_Employment.pdf</a>

Contact us through <http://www.gloucester.anglican.org/parish-resources/hr/>

**Checklist to be completed and submitted before funds are released:**

1. Safer Recruitment practices are in place (application form, references, DBS etc)
2. Job description and person spec are in place
3. Payroll has been set up
4. Employment handbook has been approved by the PCC
5. Data policy is in place (including Privacy Notice)
6. Employment Liability insurance certificate is in place
7. Personnel HR file is in place for any member of staff
8. Induction/probation plans have been written

I confirm that the above checklist has been completed and all HR items are in place.

Signed: .....  
Incumbent

Date: .....