

The Diocese of
Southwark



Employing a Children, Youth or Family Worker

Walking | Welcoming | Growing

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An Introduction

Welcome to this Employing a Children, Youth of Family Worker (CYFW) booklet.

This is only intended as an introductory snapshot of some of the considerations to be given to employing a worker and is the first time we have committed this information to a document to give out. We would welcome feedback on anything you feel would be useful to include for future versions.

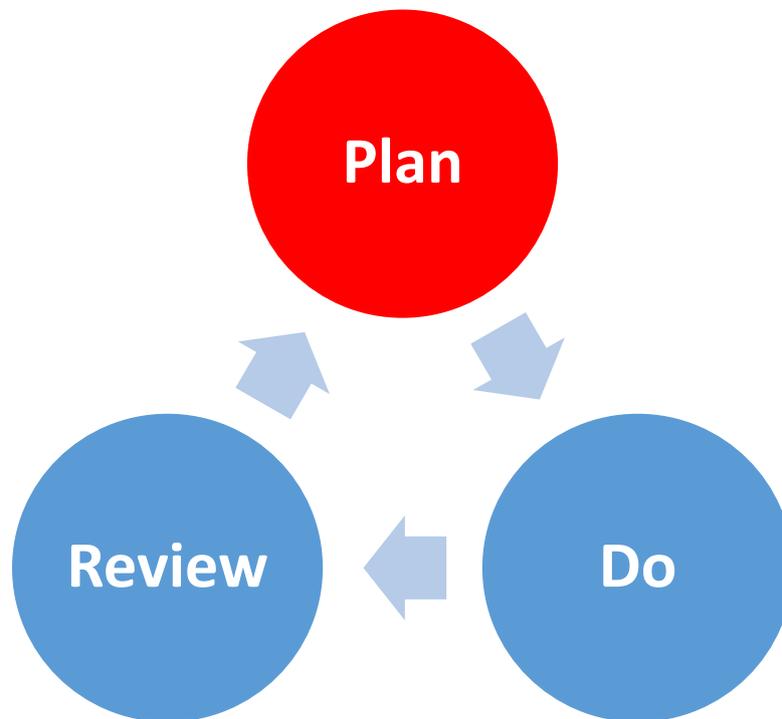
Whilst it may not answer all of your specific questions, we do hope to address a full range of the information you will need to consider, no matter what stage of the appointing process you are at, whether it seems like a far off dream or you have already appointed and want to make sure you have everything you need.

If you have questions once you have read through this booklet or if we can be of further support in this journey with you, please contact:

For employment related questions: David Loft, Director of Human Resources, 0207 9399470, David.loft@southwark.anglican.org

For children & youth specific enquiries, the interview process or advertising: Keli Bolton, CYP Team, 0207 9399479, keli.bolton@southwark.anglican.org

Plan



Strategic Planning

Planning strategically is an important part of employing a worker. Here are some of the things to think about as you begin to plan:

- Resources - these are not just financial, they are time, energy, buildings, people etc. Think through everything that you have to offer as a church and other resources outside your church that you may have access to.
- ‘Big picture’ thinking - start to plan potential scenarios of what things could look like over a 5-year period. There may be specific things you know you would like your employee to do, but creating an overview will help ‘big picture’ thinking, avoids going immediately to the detail and allows some flexibility for the person you employ to exercise their particular strengths and giftings.
 - For example, you may want them to begin a Messy Church. But if you write ‘create a new fresh expression of church’, you build in some flexibility

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- Do you know what you want done, and why you are doing it?
 - What would a CYF Worker do when the children/young people are at school?
 - Imagine how you might do children's/youth work differently if you can't employ
 - What is your Vision for your Children, Youth and Families work?
 - Think about how it works in practice. There are advantages for children and young people to be able to explore faith in their own age groups, but authentic intergenerational worship is the most effective way to build faith.
 - How might you need to change the way you worship to accommodate all ages, not just to participate, but to be involved across all areas of church life - including decision making?
 - How does this fit in with your Mission Action Plan?
 - The significance of the work should be reflected in your MAP.

What will success look like?

Work out the criteria for success in your context and consider things like numbers, projects, pastoral work and evangelism. If you are looking for all of these skills, success is fairly complex.

- Who are the key people involved with CYP?
 - Establish a team to support the work
 - Is there an agreed vision of what success will look like?
 - If the vision is not shared by the team then you will have willing helpers but not project developers. You need a strategic/management team with key players who help drive the work forward. It cannot be left to one person to carry alone.
- Be aware CYP appointments come with peculiar tensions.
 - Eg are they a minister or worker? A minister is usually seen upfront, but a CYFW is often somewhere at the back. How are they viewed and how can you make the work authentically significant by getting this right?

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- Where is your funding coming from? Certain funders have strings attached which may alter what you are able to do
 - Congregations judge situations based on their expectations, so having a strategic team or steering group to agree permissions for things will help to manage these expectations.
 - Are there any organisations around that you can partner with, to help with shaping the role, in order to encourage partnership in the future?
 - Is employment of a CYFW the right answer?
 - It might well be. But this resource is one that develops out of a vision for the work. When Jesus called his disciples, he didn't employ them, he had a vision and they had a calling!

You need some good foundations

- Avoid some of the problems:
 - Lack of vision
 - Failure to envision the whole church
 - On the second day in her new role, a Children & Families worker went to her first PCC meeting. Despite being involved in the decision-making process for the role, one of the PCC members expressed that she didn't understand why they were getting a children's worker anyway because they needed someone for the young people. This was entirely inappropriate and unhelpful for the new worker. Make sure people know what you are doing and why you are doing it.
 - A hurried logistics phase where important decisions are made without due care and consideration of the potential risks or considering the outcomes. Don't be rushed, it's important to get things right in the long run.

Management & Costs

- What will it cost?

- Salary

There is no absolutely right figure for the level of salary to offer. You will gain an idea from researching other similar roles that are currently advertised, but it will depend on what you can afford and the level of responsibility, size and scope of the role, and the experience that is necessary to carry out the role.

- Employer's National Insurance

You need to make National Insurance and income tax deductions for any employee who earns over a certain amount. The latest figures can be found at www.gov.uk/government/publications/rates-and-allowances-national-insurance-contributions/rates-and-allowances-national-insurance-contributions.

- Employer's Pension Contributions

All employees who meet certain age (over 22 and below State Pension Age) and earnings criteria (£10,000 per year) will have entitlement to a workplace pension. The full guidelines for employers can be found at:

www.thepensionsregulator.gov.uk/employers/the-essential-guide-to-automatic-enrolment.aspx

- Payroll

The mechanism for paying people correctly can be carried out in-house, or outsourced, with an associated cost.

- Training Costs

Make sure you budget these before you employ someone. Ongoing training is really important to maintain skills and improve job satisfaction

- Recruitment / Advertising costs

It costs around £300 for a listing in Charity Job, for example. Other options: Premier Y&CW magazine, Pathways [CofE website], a local paper, your deanery/area or ask the CYP team to advertise on Southwark's website, Going for Growth website and through local theological colleges)

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- Accommodation

This can be a complicated issue and is considered to be a taxable benefit. Seek advice prior to making any offer of accommodation associated with a post.

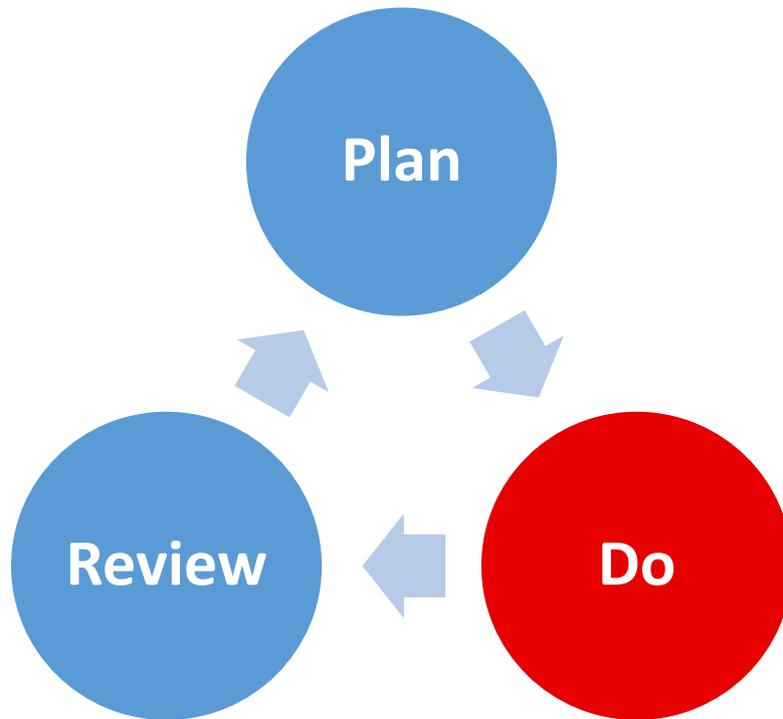
- **Who will manage the employee?**

- The vicar? Someone else?
- Note the indirect costs and time
- There is also a difference between line management and pastoral care. It may be the same person for both, but ideally there will be someone else in addition to a line manager who provides pastoral care

- **Legal Risks**

- Employment Act
- Equality Act
- Obligations for the health and safety of your people
 - Risk assessments must be completed, procedures must be in place and safeguarding must be adhered to in order to reduce risks. It is recommended that all who work with children and young people complete some basic CYP training, and this is offered by the CYP team.

Do



Once you know what you want done it is reasonably simple to draw this together into a job description. This will then make it possible to draw up a person specification which will set out what skills and qualifications a person will need in order to undertake the role. It is usually most appropriate to divide these into essential requirements and desirable requirements.

Follow the Safer Recruitment guidelines outlined in A Safe Church, which can be found here:

<https://southwark.anglican.org/safeguarding/diocesan-policies-and-procedures>

Recruitment Strategy

- **Job Description - what should be included?**

- Overall Job Purpose
- Tasks and Responsibilities
- Working Hours and Arrangements
- Full-time / Part-Time
- Days Off and Sunday working
- Have you thought about potential and development training?
- Have you considered spiritual development and providing space and flexibility to make sure they have time to connect with others spiritually? From experience, it is often useful for a person to be able to attend other churches from time to time for two reasons:
 - in order to focus on their own spiritual needs rather than work - being in the workplace usually leads to someone needing something
 - to see how other churches do their CYP work and be inspired and encouraged about the possibilities
- Are there certain personal life, behaviour and conduct standards that are expected? Make sure that you are clear about these
- Fixed Term or Permanent?
 - Be realistic but aware that an employee may look for new work if they think their current role will come to an end

- **Terms and Conditions**

- Salary
- Annual Leave
- Pension (*NEST is a government scheme you can use*)
- Disciplinary Procedure (*compulsory*)
- Grievance Procedure (*compulsory*)

- **Person Specification**

What is it you need from the person to carry out this role. It's important to be realistic.

- Skills
- Knowledge
- Experience

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- Essential v Desirable
 - Your choice of candidate should be against the person specification and not the job description. There are tasks that can be taught as part of the role, but getting the right person is paramount.
 - How will we test them?
 - For example, have them run a CYP session
 - Have CYP on your interview panel or, if this is not possible, have them propose questions to be included during the interview
 - **Advert**
 - Do I need to advertise?
 - No, but do recruit properly so you both know that the job appointment is right.
 - What makes a good advert? What would get your attention?
 - Include references to safeguarding and the genuine occupational requirements, eg. Being a Christian
 - Where shall I advertise? - Earlier on in the 'Plan' section of the booklet we included some of the possible options. Here they are again:
 - Charity Job
 - Premier Y&CW magazine
 - Pathways (CofE website)
 - Local paper
 - Local deanery/area
 - Ask the CYP Team to send your advert to be listed on:
 - Southwark Diocese's website
 - Going for Growth website
 - local theological colleges

Selection & Interviews

- **Shortlisting**

- Application Forms v CVs - what would be most helpful?
- What criteria should you use? (*use the person specification and test the information provided in the CV*)

Note: Have a method that's clear on why people have been shortlisted. It is ok to shortlist off of an informal chat.

- **Assessments**

- Interviews
- Tests
- Who to involve? (*CYP should be at the heart of the process! Give them the opportunity to ask questions that are important for them and will give them a feel for the candidates. They are very good at seeing the heart of people*)

- **Interviews**

- What makes a good interview?
 - If the person will be presenting as part of their role, a presentation is a suitable option to include. If not, then this is not necessary
- What questions can I not ask?
- Make questions open and probing
- Listen for 80% of the interview and speak/ask questions for 20%
- Follow the 'Safer Recruitment' guidelines in A Safe Church
 - Check previous employment history
 - Check gaps in employment
 - Is there consistency between all the information, including references? (*are they the person they say they are?*)

- **Decision-Making**

- Feedback to candidates
- References
- Offer (*given subject to a satisfactory DBS and references*)
- Record Keeping

NOTE: Provide timescales so the candidate knows what to expect. Have a way of assessing how well someone has done.

Beginning Employment

Induction

- Welcome and plan the induction - think about key introductions
- Structure for supervision (*once a week initially then perhaps monthly*)
- Set standards and targets
- Plan the probation reviews
 - 6 month probation period - 1 month, 3 months, 5 months - 5 months allows the employee a month to put right anything necessary before the end of their probation
 - 3 month probation period - 1 month and 2 month reviews are suggested, with a follow up to see how things are going at 6 months
- Contact the CYP Team to advise of the new appointment so that they can connect in with available resources and other paid workers from the Diocese.
- Safeguarding
 - Training is essential. You must contact the Diocesan Safeguarding Team to book your employee on to the appropriate level of safeguarding training as soon as possible.
 - Establishing good practice and boundaries, which should include their own wellbeing as well as with those the employee will work with.

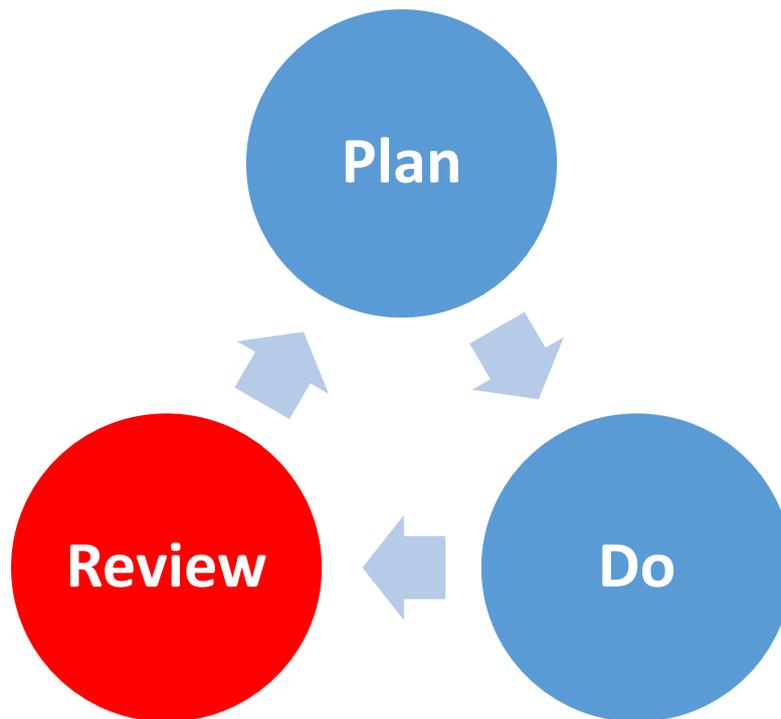
Supporting and Managing

- Review - including appraisal
 - Is this annual or more regularly? Formal or less formal?
 - Do you need to update the job description based on how things are progressing?
 - Are the contract and salary reflective of the work?
- Management v Pastoral Care - is this the same person?
- Give Feedback
 - Specific - with examples
 - Constructive
 - Personal - owned by you
 - Non-judgemental - descriptive
- Training and Support

Dealing with Problems

- Don't wait and let things fester or drag on
- Open, honest conversations
- Is it an issue of Conduct (I won't) or Capability (I can't)
- Be clear about expectations and standards
- Don't assume, ask the right questions
- Ask for advice from the Diocese
- Document what you have done

Review



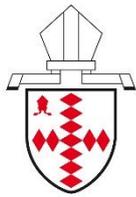
Review how things are going with the PCC and your worker at least annually. If you have set up a strategic steering/management group, you may wish to have them feed back more regularly to the PCC. You may also wish for the worker to be included in PCC meetings, or to simply write a report for each meeting with an update.

As you review annually, these are some helpful questions to ask:

- What did we say success would look like?
- Have we achieved it?
- What has worked well?
- What could we do: ‘Even Better If...’?
- What are our planned actions?

Other useful resources

- www.parishresources.org.uk/administration
- www.johntrustcott.co.uk/resources



The Diocese of
Southwark



CYP Vision

Our vision is to see children and young people (CYP) with hearts on fire for Jesus, growing in faith with the confidence to share it; contributing to the life of the Church and its mission, at every level.

The whole Church has a role to play: **walking** alongside CYP by supporting households grow in faith together and through walking alongside schools; **welcoming** and hearing the voice of all children and young people, whatever their background or ability; **growing** expressions of church where CYP are actively involved, as we seek to grow God's kingdom both numerically and spiritually.



Loving God
Walking with Jesus
Led by the Spirit

Luke 24:13-35