

St Paul's

HOWELL HILL

# Parish Governance

Version 6.3 Approved by PCC

Agreed: July 2021

***Review Date: Spring 2023***

# Summary

This document clarifies the role of the PCC as the parish board (the charity's trustees); supported by the St. Paul's Management Team (StPMT) for operational decision making, its subcommittees and our members (both staff and volunteers).

This is represented in the diagram on the next page.

Practically this will mean the PCC will meet approximately 5 times a year, seeking, under God, to ask and answer the first order questions for us as a parish, setting the budget and relating to the wider church.

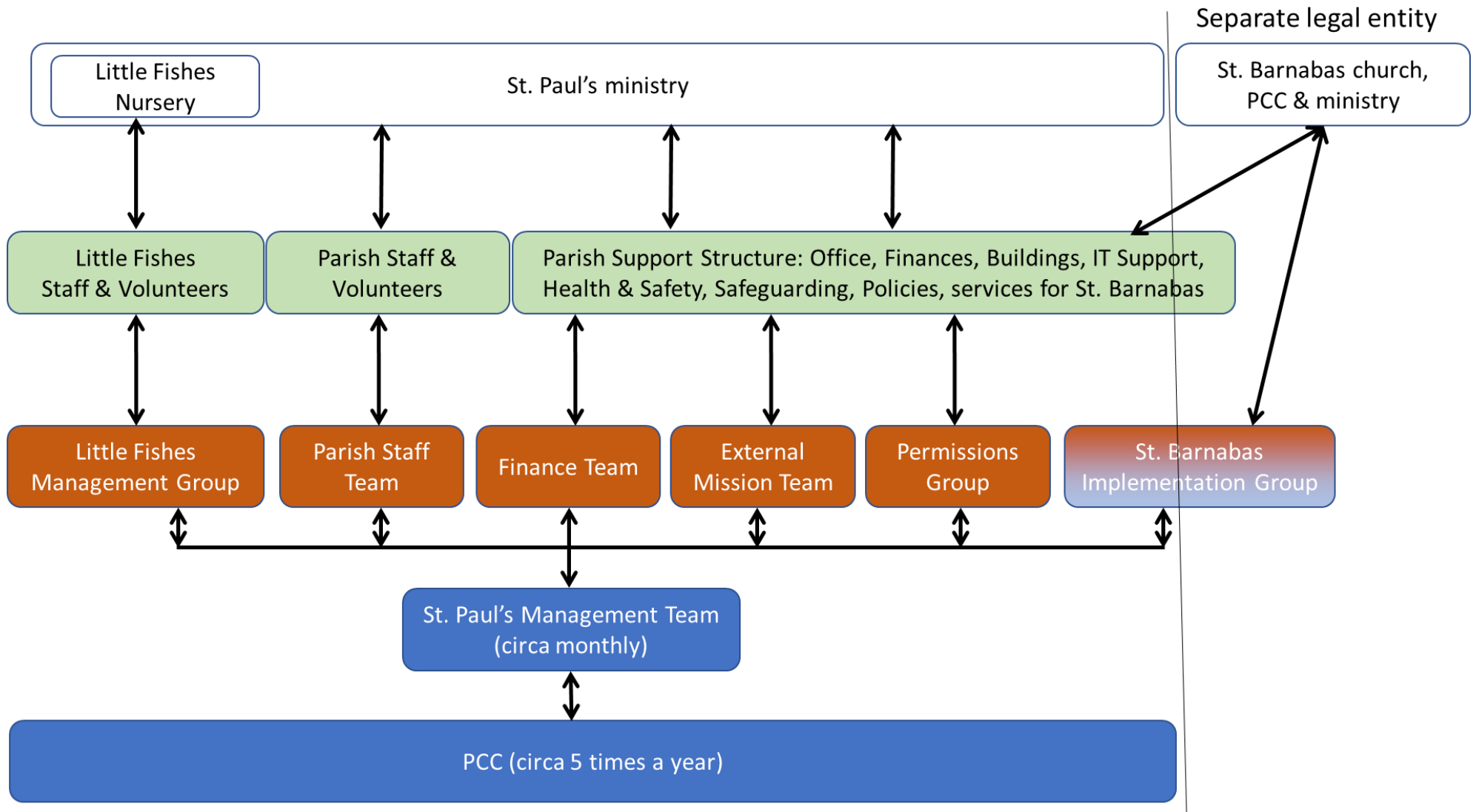
The StPMT will take the month by month operational decisions, working with the staff and other teams to fulfil our Vision within the parameters and budget set by PCC.

The following paper details the relationships between the PCC, StPMT, PCC subcommittees, Staff and other teams.

There shall be three main levels of governance:

- **Parochial Church Council** -Vision, Values, Strategy, Policy & Resources supported by its standing committee, **St. Paul's Management Team (StPMT)** - Strategy & Management
- **PCC sub committees** – Strategic Advice and Operations. The current sub-committees are:
  - Little Fishes Management Group
  - Finance Team
  - External Mission Team
  - Permissions Group
  - St. Barnabas Implementation Group
- **Our members: Staff/Ministry Leaders/volunteers** – Operations and implementation of vision, vales and Strategy.

Note: StPMT is the Standing Committee according to Church Representation Rules and has the power to transact the business of the PCC between PCC meetings, subject to directions given by the PCC, and is subservient to the PCC.



# Parochial Church Council (PCC)

## Membership

The PCC currently has 4 clergy, 2 church wardens, 3 co-opted members, 15 lay members and 3 ex-officio members by virtue of deanery synod membership, so 27 in total. The lay members are elected by the APCM in accordance with the Church Representation Rules.

There is also a PCC secretary in attendance, who is not a member.

## Requirements of PCC Members

PCC Members must meet all of the requirements laid out in the Church Representation Rules. There are a number of forms and training PCC members must complete, including providing information to the PCC Secretary for submission to the Charity Commission and applicable Safeguarding training. These are mandatory requirements and PCC members will only be able to serve if they are willing to comply with these requirements. Further information is available from the PCC Secretary. In addition to being committed to attending the PCC meetings, as leaders in the community it is important for PCC members to ensure their presence at central prayer meetings and other church events.

## Role

To be godly, servant hearted trustees responsible for setting values, vision, strategy & policy, & to oversee use of resources.

1. To be **godly & servant hearted** as they:
  - seek God's guidance, as the body entrusted with the oversight of parish life, activities and resources;
  - reflect on the application of God's word to parish life;
  - pray for the parish, taking an informed interest in its activities and attending the central prayer events;
  - work together as a team under the leadership of the one appointed to chair (normally the Vicar);
  - work in partnership and harmony with the StPMT, Subcommittees and Staff, each body having its distinct role to play;
  - seek external professional advice and training whenever necessary;
  - support and hold accountable the StPMT, Subcommittees and Staff as they manage the organisation on a day-to-day basis, taking an interest in their life and work, praying for them, and encouraging.
  
2. To act as **trustees**, humbly and prayerfully ensuring that:
  - the parish is run lovingly, efficiently and effectively so as to make Jesus known;
  - the law is complied with, including Charity Commission rules and guidance and Church of England regulations;
  - the church finances and property are managed prudently.

3. Promote and protect the agreed **values** of the parish as the parish pursues its agreed Mission and Strategy.
4. Set a clear **visionary** direction and **strategy** to:
  - provide direction for the church by agreeing vision and policy;
  - approve long-term strategy through the setting of aims, clearly defined objectives and budgets, working with StPMT, Subcommittees and Staff in the formulation of strategy, (these are documented as the “Vision plan”);
  - monitor performance against the strategy, objectives and budgets with information provided by StPMT, Subcommittees and Staff;
  - review and refine the vision and strategy.
  - as necessary direct any ministry team to use/disperse their budget in a manner agreed by the PCC.
5. Oversee the use of **resources** to:
  - ensure that the parish is effectively and efficiently run by the St Paul’s Management Team, sub committees and Ministry teams;
  - establish and review control mechanisms so as to ensure the appropriate and lawful management of finance, property, risk, people and all the activities of the church.
- 6: The PCC will abide by and agree to uphold the Church’s Statement of Faith which is the Evangelical Alliance’s Statement of Faith - which can be found [here](#).

### **Meetings**

The PCC agreed in March 2019 to meet 5 times a year, with power to call other meetings as necessary. In addition to standing items the agendas will normally include:

**May** – orientation of new members, appointment and co-option of officers, appointment of members to St Paul’s Management Team;

**September (day away)** – vision review and future planning (with input from ministry area leaders);

**November** – agree vision update, review and approve proposed budget for next year;

**January** – final budget approval, update on vision progress;

**March** – APCM prep (including approving accounts) and risk register.

*Note: The custom at St Paul’s is normally to call additional PCC meetings if significant and urgent matters arise that the StPMT believe are outside the powers delegated to them by the PCC. Further the PCC may also request additional meetings to ensure sufficient time is given to matters they do not wish to delegate.*

## **Reports**

In addition to reports required for PCC meetings, PCC members will receive minutes and accompanying documentation from Sub Committees and StPMT following each meeting.

## **Policies**

Policies and their implementation are to be reviewed and revised on an agreed regular cycle.

## **Terms of Office of elected PCC members**

After two consecutive terms of 3 years, a member may not stand again for election for one year.

## **Ex-Officio members of the PCC**

The following people are members of the PCC without needing to be elected by the APCM: Vicar, Wardens, Clergy(licensed to work in the parish), and co-opted members.

## **Co-opted roles**

The PCC may approve for people in specific roles within the church to be co-opted on to the PCC for a 12 month period, but no more in number than one fifth of the elected membership of the PCC. Any individual may only be co-opted onto the PCC for a continuous term of up to 9 years unless an annual extension is explicitly agreed by the PCC. Note that the Church Manager (as it is a staff role) is exempt from this restriction. Currently the co-opted roles are: Treasurer, Chair of Finance, Church Manager.

## **Chair of the PCC**

The Vicar is the Chair of the PCC.

## **Lay Vice Chair**

This role is elected annually and this person (or their designate) chairs the PCC in the absence of the vicar.

## **Ex-Officio members of PCC subcommittees**

Under Church Representation Rules, the incumbent and Church Wardens are ex officio members of all PCC subcommittees.

## **Permissions Group**

Vicar, one Warden, one PCC member and the Church Manager are delegated the PCC responsibility to authorise events and meetings as required for insurance purposes. All decisions of the permissions group to be noted in the next PCC minutes. Decisions may be made by email with a quorate number of responses.

# **St Paul's Management Team (StPMT)**

## **Membership**

The management team shall be made up of: the Vicar, Wardens, Chair of Finance, three elected PCC members, Associate Vicars and Church Manager.

The PCC shall elect three of its elected lay members (including deanery synod lay members) to the management team, in a manner agreed by the PCC, see Appendix 1. The PCC needs to note that this is a serious and vital commitment that requires spiritual maturity, wisdom and a balanced mix of individual talents.

It is advised that people who are spouses/partners of clergy, staff, wardens or other StPMT members do not stand for election. It is advised that people with no prior experience of PCC or StPMT do not stand for election in their first year of PCC membership.

## **Length of term**

Members of the StPMT shall be by virtue of office, or by election for one year, those elected can stand consecutively for up to three years whilst they are PCC members.

## **Role**

The StPMT's role is to ensure that the vision as set by the PCC is promoted, managed and implemented with the resources made available by the PCC. The StPMT will conduct the time-critical business of the PCC between meetings, subject to the directions, restrictions and review of the PCC. The committee shall receive reports from sub committees.

## **Terms**

The Management Team shall meet 8-12 times a year and be able to:

- enact appointment of staff as agreed by the PCC in the "Vision plan";
- approve financial spend not already agreed in the budget, to a limit set by PCC (typically 1% of St Paul's annual budget);
- make strategic decisions as necessary to fulfil the "Vision plan";
- receive reports from the staff and ministry teams as required;
- report to each PCC meetings both verbally and through minutes of meetings;
- propose strategy and other recommendations to the PCC;
- oversee PCC sub committees;
- make decisions by email with responses from at least 70% of members.

## **Little Fishes Management Group (LFMG)**

### **Membership**

The Chair to be appointed by PCC, with other members of the LFMG being appointed by the StPMT and notified to the PCC.

The management group shall include the Chair, the Operations Manager, the Young Families Pastor (acting as Little Fishes Pastor), the Setting Manager(s), the Treasurer, Secretary and a maximum of three other non-employed members with a specified area of oversight (eg Curriculum, Staff).

Initially members of the LFMG will serve for 3 years which can be reviewed and renewed for further terms by the relevant body. A quorum is required of at least 50% membership at each meeting, including at least one of the chair and the LFP. The LFMG meets once per academic term (more often if required),

### **Role**

Little Fishes is both a provider of pre-school education to children and part of the young families ministry of St Paul's Church. Its role as an education provider means it is bound by rules, guidance and regulations set down by Ofsted and Surrey County Council (SCC) and as a result LFMG has executive functions which include employing staff, ensuring adherence to Ofsted and SCC guidance or regulations.

Its role as part of the Young Families ministry means that it has aims to provide that education in a Christian setting, providing support to parents and carers and helping to foster in them and their children an awareness of God and His love for them. The roles of Operations Manager and Setting Managers have an occupational requirement to be a committed Christian. Other members of staff will be required to be supportive of the Christian ethos of the pre-school.

### **Terms**

The Little Fishes Management Group reports to the PCC, normally via the StPMT.

LFMG is required to submit the following to PCC for annual approval, usually at the November meeting:

- Aims & Objectives
- Mission Statement
- Annual Budget
- Statement of the status of specific policies and any significant changes to them
- Annual Strategic Plan



LFMG is also required to:

- Ensure all members of LFMG and all staff employed by LFMG, and all volunteers have had DBS clearance;
- Ensure that LF adheres to all St Paul's policies – unless superseded by Ofsted or SCC policies, in which case the PCC shall be notified;
- Submit a short written report to each meeting of the PCC which includes changes to number of children attending and spaces; legislative changes; Ofsted updates; Safeguarding; Health & Safety; Staffing, Curriculum and Educational Performance updates; Financial updates.

### **Executive Remit**

LFMG is required to ensure the following through sufficient monitoring or direct involvement:

- All Little Fishes policies remain appropriate, through review annually and at other times when necessary, and are adhered to by the pre-school.
- All St Paul's policies are adhered to by the pre-school except where not possible due to regulations and PCC has been informed of the exemption from the policy.
- The curriculum meets the requirements of the Early Years Foundation Stage Statutory Framework ("EYFS"), enabling children at the pre-school to progress appropriately towards the early learning goals set out in the EYFS.
- The pre-school income and expenditure is appropriately recorded; staff and suppliers are paid on time; income is at least 98% of budgeted income and expenditure is no more than 102% of budgeted expenditure; if forecast income is less than 98% of budgeted income or forecast expenditure is more than 102% of budgeted expenditure, or if the forecast shows a deficit, then a revised budget shall be submitted to PCC for consideration.
- Prospectus, LF website, LF social media pages and other general communications are appropriate.
- Parents, carers and children are appropriately supported in a way that increases their awareness of God and his love for them, whilst ensuring that the setting adheres to the statutory requirements.

Therefore LFMG has the ability to take decisions on the following, provided they adhere to the requirements above:

- changes to policies
- changes to curriculum
- communication with parents and carers
- parental fees and any other charges

- purchases of equipment and resources
- staffing issues, including staff training, employment of new staff, changes to staffing levels and staff pay

subject to referring to PCC:

- any non-adherence to LF or St Paul's policies
- annual budget and any changes to budget
- any changes to aims, objectives or missional statement
- any issues or changes that carry significant risk of negatively affecting the ministry of St Paul's, including affecting other church activities directly or issues that carry significant reputational or financial risk

The PCC will consider all items referred to it by LFMG and ensure that LFMG is informed of decisions made or approvals given.

## **Finance Team**

### **Membership**

The Finance Team shall comprise up to 8 members as follows: Chair (“Chair of Finance”), Treasurer, a Vicar and one other Senior Staff Member (e.g. another Vicar or the church manager), plus up to four members who may be appointed by the PCC or co-opted by the Team because of their specific expertise. The Financial Controller will be an *ex officio* member of the Team. The StPMT must ratify the appointment of all members who are co-opted onto the committee, and the PCC be notified.

The Treasurer will be appointed by the PCC, and if not already a member of PCC will be co-opted to that body. The Chair will be co-opted as a member of the Management Team (MT) and PCC if not already a PCC member. The posts of Chair of Finance and Treasurer will not be filled by the same person at any one time.

### **Role**

To assist in the financial governance of the Church by providing strategic advice, support and constructive challenge to the Vicars, Church Wardens, Management Team, and PCC on all financial and related matters.

### **Terms**

The Finance Team shall meet at least 4 times a year, undertaking the following responsibilities and making appropriate recommendations to StPMT and PCC:

- Consider the annual Draft Accounts and Trustees’ Report before these are reported to Management Team, to PCC for approval, and to the Charities Commission;
- Recommend to APCM the appointment of auditors;
- Consider the external auditors’ recommendations and ensure that, if appropriate, they are implemented within a reasonable timescale;
- Consider and review the annual budget and its medium term impact;
- Review financial performance (income and expenditure) against the approved budget at regular intervals through the year;
- Review the Reserves Policy and monitor the actual/forecast level of reserves;
- Monitor the financial position of Little Fishes in consultation with the LF Treasurer;
- Monitor the financial position of St. Barnabas in consultation with their Wardens and Treasurer – this is for the benefit of St. Barnabas;
- Monitor the financial cost of major (capital) projects;
- Oversee and advise on risks of a financial nature;
- Provide guidance on financial procedures/processes, banking arrangements and other financial administration matters;
- Approve the selection of accounting package used for the Church’s financial records.

## **External Mission Team**

### **Membership**

The External Mission Team shall comprise up to 8 members (all on the electoral roll of the church) who have a heart for Mission. The team will be led either by the vicar or a warden. Team members will be chosen by the team leader, approved by StPMT, and notified to PCC.

### **Role**

To assist in the selection of, monitoring of, and reporting of the Church's external mission partners by providing strategic advice, support and constructive challenge to StPMT and PCC on all external mission and related matters.

### **Terms**

The External Mission Team shall meet at least 4 times a year, undertaking the following responsibilities and making appropriate recommendations to StPMT and PCC:

- Administration – To appoint Key Partner links who will ensure (alongside the staff team) that information is forthcoming for NEWS and intercession; partners are scheduled for Live the Story; and up to date information is provided for the church website, in order that we have effective working partnerships. The external mission team would also try to ensure that mission partners maintain good relationships with us and fulfil their commitment to us so that it is a true partnership, regularly reporting to StPMT.
- Vision – working and praying together to develop a vision for where we should be supporting God's work, preparing suggestions for who we should support and making recommendations to the Management Team.
- Encouragement – encouraging members of our congregation to involve themselves with a range of missional opportunities both local and abroad, short-term and longer.

### **Process for new external mission partners**

#### **1. PCC is notified of a vacancy/decides to add a partner.**

- Sets overall budget for all partners;
- Sets specific budget for specific intended partner/s;
- Sets initial agreement length;
- Give initial thinking on area and focus to consider the blend between local, national and international mission. NB Early notification will be given so PCC members can pray and consider prior to discussing at the next meeting.

## **2. External mission team**

- Receives direction from PCC;
- Prayerfully undertakes the detailed work to propose a new partner.

## **3. StPMT**

- Receives report from External Mission Team including any alternatives considered and the reasons why the preferred partner is being recommended;
- Prayerfully reviews and makes a decision.

## **4. PCC**

- This decision is reported to PCC at the next meeting with full report as delivered to StPMT

### **NB**

- a. Our existing relationships with partners are to be reviewed by the External mission team with a recommendation sent to StPMT either periodically (ideally between 3 to 5 years), or if there is a significant change in the nature of the ministry of the partner. This will be reported to PCC via StPMT minutes.
- b. If 'short term connections' are again considered by PCC - a one-off grant (plus NEWS article and Live the Story) to an organisation, project or person as suggested by a congregational member – this will be done via short listing by StPMT and vote by PCC.
- c. One-off grants for short-term trips, internships and universities are a delegated responsibility to the External Mission team from the set yearly budget.

## **Parish Staff Team**

### **Membership**

The Staff team are specialists leading (or supporting) ministries to fulfil the vision of the PCC.

### **Role**

The Staff Team, led by the Vicar, shall:

- be responsible for the operational running of the parish;
- lead, teach, equip and release the parish in worship and service of Christ;
- have a key co-ordinating role (time, resource), in programming the activities of the parish;
- be the shared responsibility of the PCC and incumbent to co-operate in promoting the parish, the whole mission of the Church, pastoral, social and ecumenical;
- report to the StPMT as required;
- ensure that the activities of the church comply with the vision & policies of the church and are within budget.

### **Staff Team Support Groups**

All staff team members (including the Vicar) who lead an area of the church's ministry will have a 'support group' as a place for support, prayer and wise counsel.

The exact formulation of these will be reviewed by the Vicar with the staff's line manager, on a case-by-case basis, or in the case of the Vicar, the Wardens.

## **Operations Teams, Ministry Teams and PCC Officers**

The parish is blessed with dedicated officers and numerous teams who work tirelessly to keep the churches operating and ministering to people at every stage in life and many contexts. The PCC will appoint these roles/teams unless they give this authority to StPMT or incumbent.

The terms of reference for these officers/teams shall be agreed by the PCC (or delegated to StPMT or incumbent). Terms of reference can be varied at any time by the PCC.

# Operational Notes for PCC and Management Team Meetings

## 1. Background

The purpose of this part of the document is to lay ground rules for efficient and effective meetings, in particular to ensure the formal aspects of the meetings are clear, in line with Church Representation Rules and Charity Commission guidance, and consistent across the various Governance bodies. It is not the aim of the document to cover all eventualities, nor to prescribe how meetings are conducted into some sort of procedural strait-jacket – quite the opposite! The intention is that by being rigorous about the regular, formal parts we will reduce misunderstanding and confusion and ultimately have better meetings. This document generally refers to Church Representation Rules rather than reproducing them. Unless otherwise stated the subsequent sections shall apply to PCC, StPMT, and PCC Sub committees.

## 2. Membership

This is covered in the sections above with the exception of election of elected PCC representatives to the StPMT. Details of the agreed process are covered in Appendix 1.

## 3. Quorum

- PCC: The Quorum for PCC is set by Church Representation Rules at one-third of the membership and the majority of persons present should be lay. It is advised that all PCC meetings will include at least one senior clergy and at least one warden.
- StPMT: At least 4 members of the committee, including an elected PCC member. It is advised that all StPMT meetings will include at least one senior clergy and at least one warden.
- Permissions Group: 3 members.
- Finance Team: 50% of members including at least the Chair of Finance or Treasurer.
- LFMG: 50% of members including at least the Chair of LFMG or Families Pastor.
- External Mission Team: 50% of members including at least the Vicar or a warden.

All of the committees can meet virtually as well as in person. Information may be distributed physically or electronically.

#### **4. Notice of Meetings<sup>1</sup>**

Under Church Representation Rules, an agenda and notice of any motions to be voted on shall be provided to PCC members at least seven days in advance of the meeting. For StPMT meetings, the agenda shall be provided to StPMT members at least seven days in advance of the meeting.

To enable members to prioritise meetings, provisional dates for meetings of StPMT will be made available each March (including to PCC members) for the following calendar year, and, in the case of PCC, at the time of the APCM for the following 12 months.

#### **5. Mode of meeting**

The PCC, StPMT and its subcommittees can meet virtually as well as in person. Information may be distributed physically or electronically.

#### **6. Chair and Secretary (Minute-taker)**

At each meeting there must be a Chair and a separate person appointed to take minutes.

For PCC these requirements are prescribed by Church Representation Rules. PCC Chair shall also be Chair of StPMT.

#### **7. Attendance of non-members**

What takes place within meetings is by its nature confidential to the membership. Non-members may only attend subject to the agreement of the membership for specified reasons, and agreement should not be given where attendance would inhibit open discussion. Non-members attending to present and/or answer questions about an item may only remain for any subsequent discussion subject to the agreement of the meeting and must withdraw while any vote is taken.

#### **8. Pre-meeting paperwork**

The contract between those submitting documents as pre-reading for meetings and those attending is simple. For those submitting pre-reading, documents should be clear, concise and circulated in sufficient time to allow members to give the content due consideration. For those receiving them, documents should be read and given the consideration due. This is especially so for any papers related to a decision to be made, and of any papers for PCC given the infrequency of its meetings.

To ensure “sufficient time”:

- Papers for PCC shall be circulated not less than seven days before the meeting (therefore usually with the agenda).

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<sup>1</sup> ... except for Emergency Meetings of PCC, which are separately prescribed by Church Representation Rules.



- Papers for Management Team meetings shall be circulated not less than four days before the meeting.

Exceptionally, the respective Chair can approve late circulation of papers, in which case the reason for lateness must be stated.

In terms of clarity, the most important point is that any proposal being put to PCC is highlighted and unambiguous.

As guidance, such papers should:

- Include a heading, such as “Proposal for PCC decision”,
- Include beneath it the exact wording of the proposal,
- Make clear what else, if anything, in the paper is encompassed in the proposal.

The last point is of particular importance, because many papers to PCC include both proposals and briefing material, and the boundary between the two has not always been clear.

## **9. Voting**

To be consistent with Church Representation Rules for PCC, in the case of a tied vote, the Chair of each PCC and StPMT meeting has an additional casting vote.

## **10. Minutes**

- Minutes shall include as a minimum: a list of members attending, any apologies received, a listing of all notified conflicts; the precise details of any proposal put to a vote, and the outcome of that vote (for more detail see Church Representation Rules).
- For StPMT meetings, minutes shall be drafted by the Secretary, reviewed by the Chairman, and circulated by email for approval before being circulated to PCC Members for information. Normally these minutes shall be circulated to PCC within three weeks of the meeting.
- The same process shall apply for PCC, except that, because PCC meets infrequently, draft minutes will be circulated within one month of the meeting.

## **11. Access to Minutes**

According to Church Representation Rules, anyone on the electoral roll may have access to approved PCC minutes except for items the PCC has formally deemed confidential. In line with this:

Minutes of StPMT meetings -shall be circulated to PCC members as soon as reasonably possible after they have been approved. These minutes are not considered part of PCC Minutes and will not be accessible to others on the electoral roll.

## **12. Content of Meetings**

The following order provides a guideline for meetings to ensure formal items are covered and matters needing attention are not left to the end:

- Welcome
- Prayer
- Log attendees and note apologies
- Note conflicts of interest as they arise
- Approve minutes
- Matters arising from the minutes
- Matters requiring decisions
- Policies reviewed and agreed
- Items for discussion
- Routine reports
- Other items for information
- AOB

## **13. Routine Reports**

Under the Governance structure, some items of routine reporting will naturally devolve to StPMT, while others can be retained only for PCC. PCC to receive reports at each meeting from StPMT, LFMG, Finance Team, External Mission Team, Permissions Group, Health and Safety, Safeguarding.

StPMT to receive reports at each meeting from Finance Team, Buildings, External Mission Team, plus Health & Safety and Safeguarding by exception only.

Policies and Risk Register will be reviewed by the external experts under leadership of the Church Manager and usually brought to the January or March meetings for endorsement.

## **14. First PCC meeting after APCM**

The standard list of appointments and approvals is required at the first meeting of PCC after APCM. The list is:

- Welcome of new members
- Appointment of Lay Vice Chair of PCC
- Appointment of PCC Secretary and Treasurer
- Co-options (Chair of Finance, Church Manager and Treasurer)
- Election of PCC Reps to StPMT/Standing Committee
- Appointment of Chair of LFMG
- Appointment of Permissions Group members/Chair
- Appointment of Ministry leaders of Ministry and Operations Teams
- Appointment of PCC members to Policy Review Group
- Appointment of Safeguarding Officer and DBS Officer
- Agree budget flexibility for StPMT
- Adopt Diocesan Safeguarding Policy

## **15. Budget process**

Considering and approving budgets is an important part of PCC's role, both in terms of releasing the resources necessary to implement agreed plans and strategy, and as part of its stewardship and oversight. With the exception of Little Fishes, the process has three key steps:

- Review of the Vision and future plans,
- Clarify plans for the following year and agree a budget to be explained to the congregation in January based on which financial pledges will be made.
- Review plans and finalise the budget in light of pledges received.

The finalised budget will be shared with the congregation at the APCM.

Little Fishes is run essentially as a separate, self-sustaining, not-for-profit entity, which therefore does not rely on financial pledges from the congregation and warrants some variation from the above process.

Provisional approval will be given by PCC in November, subject to the budget being break-even (or better) or any deficit covered by LF reserves, which PCC will intend to endorse at its formal approval of the whole parish budget in January except under unusual circumstances.

## **APPENDIX 1**

### **Election Process for PCC Representatives on St Paul's Management Team and Standing Committee (“PCC Reps”)**

#### **Process**

- At the May PCC, the Chair will explain to members of the newly formed PCC the process of election and to prayerfully consider whether it would be right to offer themselves.
- It is proposed that any member who wishes to opt out of being elected will let the wardens know within one week of this May PCC.
- The wardens will then circulate to all the voting members of the PCC the names of those members who are willing to stand and the election process if there are more than 3 names.
- The voting will be by email (preferably) to the nominated warden.
- The warden will then circulate to all PCC the names of the elected 3 representatives.
- The newly elected reps will join the management team for the June meeting. At this meeting this process will again be reviewed as to its suitability for a continuing model.

#### **Eligibility and period of office**

PCC Reps must be elected members of PCC – either by direct election to PCC or by election to Deanery Synod. Election shall be for one year, and individuals may not be PCC Reps for more than three years consecutively.

It is advised that people who are spouses/partners of clergy, staff, wardens or other StPMT members do not stand for election. It is advised that people with no prior experience of PCC or StPMT do not stand for election in their first year of PCC membership.

## **APPENDIX 2**

### **St Paul's Howell Hill Policy on Conflicts of Interest and Loyalty**

#### **Context**

A conflict of interest or loyalty arises where a trustee's personal interests or loyalties, or the interests or loyalties which that trustee owes to another charity, arise at the same time. The trustees must manage any situation where a trustee has the potential to benefit personally from his or her position as trustee or is influenced by conflicting loyalties.

Interests can be financial or non-financial and direct or indirect. A direct financial interest arises where a trustee is selling an asset to the charity or becoming an employee. A direct non-financial interest can arise where a trustee is a service user of the charity and benefits more than a typical service user. An indirect benefit is one which accrues to a close member of the trustees' family, a business colleague or other close relationship.

A conflict of loyalty arises where a trustee's decision-making is influenced by another appointment, employment or association of that trustee. This list of conflicts is not intended to be definitive or exhaustive. Each trustee is responsible for declaring actual or potential conflicts or the reasonable perception of such conflicts.

The policy for dealing with conflicts is set out below.

#### **Management of a conflict**

A conflict is managed in four ways:

- A conflict should be declared at the earliest opportunity
- A trustee who declares an interest should leave the meeting to allow the other trustees to decide whether his or her absence is necessary or appropriate
- The other trustees should agree how to deal with the conflict, for instance by allowing the conflicted trustee to speak on the matter concerned but not to vote
- The other trustees should make sure that the process is properly minuted.

#### **Why we have a policy**

Trustees have a legal obligation to act in the best interests of the charity and in accordance with the governing document. For the purposes of this policy, volunteers who serve on sub-committees of the PCC (eg finance team, mission team etc) should comply with this policy as if they were trustees.

A conflict of interest or loyalty may arise where an individual's personal or family interests and/or loyalties to some other individual or group conflict with those of the charity. Such conflicts may bring risks. They can:

- Prevent open discussion
- Result in decisions or actions which are not in the best interests of the charity
- Result in the impression that the trustees have not acted properly

The purpose of this policy is to protect the trustees and staff from these risks.

### **What to do if you face a conflict of interest or loyalty**

All conflicts of interest or loyalty, whether actual or potential, should be declared promptly at the earliest opportunity:

- A trustee who has a financial interest in a matter under discussion should declare the nature of their interest and withdraw from the meeting, unless they have been given permission by the Chair to stay and either speak or not, as the case may be. Such a trustee may not vote.
- A trustee who has any interests in a matter under discussion, which creates a real or perceived risk of bias should declare the nature of the interest and withdraw from the meeting, unless they have been given permission by the Chair to stay and either speak or not, as the case may be. Such a trustee may not vote.
- A trustee who has any other interest which does not create a real risk of bias, but which might reasonably cause others to think it could influence their decision, should declare the nature of the interest, but may remain in the meeting, participate in the discussion and vote if they wish.
- If a trustee is in any doubt about the application of this policy, he or she should heed the spirit as well as the wording of the policy and consult the Chair.
- If a trustee fails to declare an interest that is known to the Chair, the Chair will declare that interest.
- The interests of trustees should be listed in a register.
- If the Chair has a conflict, the decisions above are made by the Lay Vice Chair or an unconflicted church warden.

### **The declaration of interests and loyalties**

Trustees are asked to declare their interests and loyalties. A declaration of interests and loyalties form is provided to keep the register up to date. The declaration of interests and loyalties should be updated each year at the first PCC meeting following the Annual Parochial Church Meeting. It should be updated at least annually and also when any changes occur. If you would like to discuss this matter, please contact the Chair.

Declaration of interests and loyalties will form a standing item on each PCC agenda. Trustees will be asked to declare any interests that relate to any item on the agenda for that meeting.

### **Record keeping**

Where the trustees make a decision on a matter in which a trustee has an interest, all decisions will be made by majority vote. A quorum must be present for the discussion and decision. The conflicted trustee will not

count towards the quorum. All decisions where there is a conflict of interest will be minuted accordingly to include:

- The nature, extent and value of the conflict
- The discussion which took place
- The action taken to manage the conflict

### **Staff and volunteers**

This policy has been written to help trustees to discharge their legal duty to act only in the best independent interests of the charity. Although this legal duty does not extend to staff or volunteers, the spirit of this policy applies equally to staff and volunteers to enable trustees to discharge their duty. In practice, therefore, staff and volunteers should act appropriately where a conflict of interest or loyalty arises over and above those which are inherent in their role as employee or volunteer. In particular, and as noted above, staff and volunteers who act on a sub-committee of the PCC should comply with this policy as if they were trustees.

DATE ADOPTED: 12 July 2021

DATE FOR REVIEW: Spring 2023