

*Local Ecumenical Partnership and
Registered charity: 1105783*



POLICIES AND PROCEDURES





Kent Workplace Mission (KWM)

This series of booklets is to provide a structure of:

- POLICIES (what we want to achieve)
- PROCEDURES (why & how we go about achieving it)
- PRACTICES (detailed instructions or checklists)

For the benefit of:

- KWM Chaplains or Staff
- Other Chaplaincies that may wish to rename them and localise them.

These use of **Kent Workplace Mission** in red can be changed to any other Chaplaincy name as required (e.g., Channel Chaplaincy Service or Chaplaincy Service at Broadstairs' Asda) and **KWM** in red is the short title or acronym that can be replaced throughout the documents (e.g., CCS or CSBA).

The format KWM means Kent Workplace Mission, even if the rest of the references are changed to a local version.

Notes in *blue italics* surrounded by square brackets [] are where local variations or site specific material are likely to be inserted in a localized version.

The Polices, Procedures and Practices outlined here are designed to be basic best practice. They will always be a work in progress.

Not all aspects will be relevant or needed in every chaplaincy, but the lack of a current problem should not be taken as evidence that such a thing will never happen. It is better to plan what you would do if the unlikely/unthinkable happens rather than trying to sort out ideas when it has happened.

Like the Highway Code some items are statutory requirements while others are just guides to good practice.

However, should something unfortunate happen in one of the areas covered, then failure to have a guideline in place, or failure to follow it, is liable to be construed as a failure by outside bodies such as the press or police.

These Polices & Procedures have been adopted by the KWM Trustees, but it is a working document & subject to constant review.



KENT WORKPLACE MISSION (KWM)

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Kent Workplace Mission (KWM)

THE PRIORITIES OF WORKPLACE CHAPLAINCY

P	Pastoral	Ministry to the individual
A	Advice	Prophetic role to management
I	Impartial witness	Unbiased arbitrator, honest broker
R	Religious bit	Formal prayers, services, sermons

Chaplains with 'fixed' congregations (Army/Hospital/Prison) have priorities R P A I, (although for everyone admin/ local hierarchy / buildings tend to come first)

A potted history of Chaplaincy

Chaplains have been around for centuries in one form or the other. The word "Chaplain" is an anglicization of the Latin word "Capellanus" meaning chapel (Capella) via the French word "Chapelain". This was the term given to Catholic priests who would look after the relic St Martin of Tours during battle.

The story of St Martin starts as a young Roman soldier who came across a beggar during winter. He drew his sword, cut his uniform cloak in two and wrapped half around the beggar. Later that night he had a dream about Christ wearing the half cloak. This dream compelled him to leave the military and become a monk. St Martin rose rapidly through the monastic ranks and became Bishop of Tours. During this time, he developed the Parish concept. The part of his cape that he kept was carried by the Capellanus into battle as it had become a religious relic. Capellanus became known as "keepers of the cape" and were defenders of the sacred relic. Before battle a tent was put up, the relic placed out on display and the Chaplain would bless the soldiers prior to the battle. Military chaplains serve in much the same way today in that they are there for the blessing of the soldiers. Chaplains have become such a part of Military life that when the creators of the series M*A*S*H wrote the programs they felt it would be disingenuous to those that served in the military, not to include a Padre in the series and so the character of Father Patrick Mulcahy was born.

Clergy that have provided care in institutions have for centuries been known as Chaplains. Following the collapse of Charlemagne's empire, priests who served specific institutions rather than Churches took on the mantle of Chaplain. Often these were in a health care setting such as monasteries but as the monasteries evolved into hospitals, so the Chaplain became an integral part of the set up. Chaplains in civilian life are typically associated with hospitals, mental health centres and Hospices. The role of the Chaplain in the last 30 years has expanded past the typical roles of hospital and military Chaplains. Today Chaplains serve in a variety of settings and fulfil numerous functions.

A Chaplain now no longer needs to be ordained, many Chaplains serving in industry and in the greater economic environment are from the Laity. As the number of full-time ordained ministers decreases, they are less able to fulfil the role of the Chaplain in their work and so while most are still ordained the Lay Chaplain is becoming more and more common. Please do not assume that if you are a lay person that your value as a Chaplain is any lower than that of someone who has been ordained. Often lay people have better people skills than many ordained ministers and very often, particularly in a workplace environment may have a much better understanding of the work and the pressures that work involves.

Chaplains fulfil a role in the church that is distinctly different from day-to-day Church life. Church life tends culturally to be more insular. Indeed, in today's post-modern world, many church programs designed to bring people into the church are aimed at stemming the flow of people away from the institutional church. As a Chaplain the focus should be on the Church Universal rather than the Church local. We are to present the world with what has become known as Kingdom values in serving the Kingdom of God rather the local Church so that once again we become defenders of the faith and the Sacred.

Multi-faith Chaplaincy: Is this the future?

Chaplaincy is no longer the sole domain of the Christian Church. As society becomes more multicultural the need has arisen for Chaplains from other. It is not uncommon in a big organisation such as an airport to have a team made up of Chaplains from a number of faiths. The team at Heathrow airport is made up of Chaplains from the Catholic Church, Anglican Church and the Free Churches with Faith Representatives from the Jewish, Muslim, Hindu, Buddhist and Sikh communities. The Greenwich Peninsula Chaplaincy team was set up from the start as a multi-faith Chaplaincy and incorporates Chaplains from the Sikh, Buddhist, Muslim, Hindu and Christian Faiths. This image of Multi Faith Chaplaincy will become the norm rather than the exception. Already Universities, Hospitals, the Emergency services and other big organisations are only agreeing to have Chaplaincy if that service is multi-faith.

As a Chaplain it is important to have an understanding what the faiths believe. Having some knowledge about the culture and belief system of that faith will make contact easier and open doors for engagement and trust. As a first step see

<http://www.bbc.co.uk/religion/religions/> or
http://en.wikipedia.org/wiki/Religions_of_the_world

Christians, and hence Christian Chaplains, have a different theology of place and pastoring to other religions who find the concept of an intentional prescience / presence (or lurking with intent) to meet pastoral needs odd. This may mean Christians take on major roles of administration or regular attendance. Care is needed not to give offence to other faiths by being seen to 'take over', nor to be seen as an easy touch 'because the Christians will do it'. Some Chaplaincies (such as Heathrow) operate at two levels with a Multi-faith Airport Chaplaincy as required by the Airport Owner with its own Board of

Reference. The largest part are the Christian Chaplains as a Local Ecumenical Partnership. The outside world does not see the join, but it is important for a chaplain to know which hat they are wearing in any particular situation.

Fundamentals of Workplace Chaplaincy

Until you go into a workplace and talk to a worker you are not their chaplain

- | | |
|----------------------|---|
| You are there for | <ul style="list-style-type: none"> - all faiths / or none - all denominations or none but you need to know where you stand
and what is immovable to your faith |
| Be seen & recognised | <ul style="list-style-type: none"> - people won't come to the chaplains' office - people will rarely look up a number and ring you - people rarely talk 'business' if there are two of you |
| Do not | <ul style="list-style-type: none"> - get in the way - break local rules - go where clearly not wanted - think you have a right to be there |
| You may deal with | <ul style="list-style-type: none"> - individuals with current family crises - shift workers - Christians in the workplace - major emergencies |
| You will meet | <ul style="list-style-type: none"> - bereavement - in all its forms - dis-ease - in all its forms - those hurt or damaged by the church |
| You must be | <ul style="list-style-type: none"> - non-judgemental ('their' agenda, not our own) - confidential - even from own church if needed - <u>however</u>, any cases of abuse / harm or potential harm must be reported. |
| Prayerful & Praying | <ul style="list-style-type: none"> - be sensitive to individuals / background / tradition - discerning where to go - do a lot of prayer-walking |

99% is keeping quiet & listening

- let them think and find the answer
- you are not (necessarily) counsellors
- if you're talking, its social, if you're listening you're working

Always remember self preservation

- avoid situations where you may be assaulted
- those where you may have allegations made against you
- have a spiritual 'un-loading' / support group

You are 'First-Aider' or a paramedic,

- for minor spiritual cuts, or sudden emergencies
- others are there as GP or hospitals- local churches and ministers.
- (don't think of forming your own church, or dealing with demonic

possession)

Beware of too much theology

- when someone is drowning it is not the time to teach them to swim
- when someone is drowning spiritually rescue them first.

With all you meet – respect their faith or churchmanship

(so get to know Buddhist philosophy & Muslim festivals,
Catholic saints' days or the difference between Calvin & Luther)

You are there to touch peoples' lives but be aware you will not usually know the outcome for that individual.

Great Commission

- Make Disciples (not Church, nor congregation)
- Disciples need to see someone/something to follow
- Church must go to them, & be seen as something they want to be associated with

Local Content

Chaplaincy link to local Deanery / Circuit / Synod / Churches Together etc

History of Local Chaplaincy / Oversight by church / K.W.M.

Local Company Structure(s) / inter-relationships

Local geography maps / descriptions

Local Codes of Conduct / Emergency Procedures

Directories of Key Personnel / Contacts

(K.W.M / KWM / Site Owner / Companies / Local Churches.)



Kent Workplace Mission (KWM)

POLICIES

These Policies apply to **Kent Workplace Mission (KWM)**.

They are a framework upon which other documents hang and form a model set of policies for any other Chaplaincy to use or adapt as appropriate.

All policies should be reviewed regularly, at least every three years, to ensure their appropriateness and levels of compliance.

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DBS CHECKS

Chaplains who are likely to be in private one to one situations with children or adults at risk should normally have a DBS check. This is for their own protection, as well as safeguarding others. If they have had a DBS check within a year with another organisation, they can give consent for **KWM** to view that check.

The nature of the workplace, or the requirements of the local management, may make DBS and/or Security Checks mandatory for some Chaplaincies.

All Staff and Trustees are, by definition, in positions of trust within KWM.

All KECS chaplains must have DBS clearance.

Guidelines on the level of DBS checks required are given in procedure **KWM-04-Safeguarding**.

SAFEGUARDING

Everyone involved with **KWM** has a duty of care towards children and adults at risk to help to protect them from abuse.

KWM:

- 1 Respects and promotes the rights, wishes and feelings of children and adults at risk.
- 2 Promotes and implements appropriate procedures to safeguard the well-being of children and adults at risk and protect them from abuse.
- 3 Recruits, trains, supports and supervises its Chaplains and/or staff to adopt best practice to safeguard and protect children and adults at risk from abuse and to minimise risk to themselves.
- 4 Requires Chaplains to adopt and abide by the **KWM-04-Safeguarding Procedures**.
- 5 Responds to any allegations of misconduct or abuse of children or adults at risk in line with those procedures.
- 6 Requires all its chaplains and/or staff to report any concerns about abuse to the **KWM** Safeguarding Officer or Administrator, and any responsible Social Work Department and/or the Police.
- 7 Will ensure all incidents of alleged poor practice, misconduct and abuse are taken seriously and responded to swiftly and appropriately.
- 8 KWM will appoint a Trustee as Safeguarding Officer to oversee and support its own staff and chaplains, plus any affiliated chaplaincy that does not have its own.
- 9 The KWM Administrator will be the Safeguarding Administrator to maintain records of all aspects of safeguarding training and certification.
- 10 As an LEP, KWM will work within the Safeguarding Policies of the Methodist Church.

RECRUITMENT, RESPECT & EQUALITY

- 1 All potential chaplains should be given an information pack (see **KWM-00-Chaplaincy Introduction** *plus any information specific to the particular chaplaincy*).
- 2 All potential chaplains should have the opportunity to shadow a chaplain for at least one session in the workplace typical of their ultimate placement– security considerations permitting.
- 3 All potential chaplains should complete an application form (see **KWM-02-What we offer Chaplains & Application Form**), be subject to an interview process and provide appropriate references and evidence of DBS certification / Safeguarding Training.
- 4 All staff recruited must show proof of their right to work in the UK.
- 5 **KWM** is committed to the fair treatment of its staff, potential staff or users of its services, regardless of race, gender, religion, sexual orientation, responsibilities for dependents, age, physical/mental disability or offending background.
- 6 We actively promote equality of opportunity for all with the right mix of talent, skills and potential and welcome applications from a wide range of candidates and select all candidates for interview based on their skills, qualifications and experience.
- 7 DBS Disclosure is generally expected for all chaplains and is essential where access to the workplace requires it or after a risk assessment has indicated that one is both proportionate and relevant to the position concerned. We encourage all applicants called for interview to provide details of their criminal record and DBS Status at an early stage in the application process. This information is only seen by those who need to see it as part of the recruitment process.
- 8 Those involved in recruitment will 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 Failure to reveal information that is directly relevant to the position sought could lead to withdrawal of an offer of a position.
- 10 We undertake to discuss any matter revealed in a Disclosure with the person seeking the position before withdrawing a conditional offer of a position.
- 11 Having a criminal record will not necessarily bar someone from working with us. This will depend on the nature of the position and the circumstances and background of the offences.

CONFIDENTIALITY

In the course of pastoral visits on business premises, or talking to individuals, Chaplains may become aware of information that is Commercially Sensitive.

It may be explicitly stated, visible on desks or notice boards or overheard in general conversation.

In most circumstances information disclosed to Chaplains will remain confidential with them.

In certain circumstances, however, it may be necessary for the Chaplains to share information disclosed to them with members of the wider Chaplaincy or Church Team. This could include other chaplains, the Lead Chaplain, a senior church leader from one of the sending churches or with external agencies such as Social Services, the Police. This would happen if it were considered that by withholding such information, either the person who has disclosed the information or any other person would be at risk or if there were any suggestion of criminality disclosed.

Where it is considered necessary to share information, consent from the person who disclosed the information will be sought whenever possible and appropriate.

If consent is refused, but it is considered that the risk of harm is significant, then the sharing of such information will take place without consent.

In all cases where information is to be shared, the person who disclosed the information will be informed of whom this information is to be shared with before such information is passed on.

Chaplains Team are legally bound to give information or answer questions if instructed to do so by a court of law.

PRAAYER

Prayer is fundamental to Christian practice, but it is not normal to those outside the faith communities. Praying for someone is a specifically Christian practice. Starting a visit with private prayer on one's own or with fellow chaplains in private is to be commended, but never aloud in front of the public. Never start a business meeting with non-Christians with an instruction (or even an invitation) to pray. Whenever you are praying with people ensure that you are sensitive, wise, and open to the different perspectives represented by the individual.

- 1 If appropriate offer to go away and pray for an individual, if this is welcomed then ask if they would like you to pray for them at that time.
- 2 Prayer with individuals should not be overtly obvious to anyone else.
- 3 It should last no longer than 15 minutes. If further prayer is required, it should be arranged at another location/time, possibly with other support.
- 4 Do not promise absolute confidentiality to anyone with whom you pray.
- 5 Please pray with appropriate behaviour and awareness that the individual's background and experience may be very different from your own. Do not invade people's space by standing too close to them face to face. Be courteous and ask before you lay hands on someone and avoid inappropriate physical contact (e.g., hugging, kissing, stroking, shaking, massaging, pushing, or placing your hands on the person's chest).
- 6 Be especially careful if not praying men to men and women to women.
- 7 Be sensitive to the person with whom you are praying. Each person has different needs, and you should seek to apply the teaching of Scripture in all situations.
- 8 Please pray with your eyes open so that you can be aware of what is happening to the person with whom you are praying. Stay and pray with them until you sense that the transaction of grace has been accomplished, or until they indicate this. Ensure their safety and peace throughout.
- 9 Be careful if you are praying in tongues, please be sensitive to the fact that even many Christians will be unused to the exercise of this gift and so it should be used quietly.
- 10 Prophetic words should be given with care. Whilst valuing Spiritual Gifts the Workplace is not often a suitable place to practice them, try and persuade the individual to go to a recognized service for Ministry in the Spirit, Healing or Deliverance.

SPIRITUAL SUPPORT

Working in Pastoral situations can be spiritually draining.

Every chaplain should have their own network of supporters to whom they can turn for support. They should have a discussion at least annually with their “Lead Chaplain”, or equivalent, to confirm that arrangements are still in place for routine reviews and emergency support.

Fellow chaplains and the individual’s church are two obvious sources, but there should be at least one other from a different location / tradition in case the matter concerns the chaplaincy or own church.

Ideally such support is rarely needed, but when it is required, it is too late to look at setting things up.

WORKING WITH OTHER FAITHS

Chaplains must have respect for the different traditions and practices they find in other Christian Denominations, and with believers of other faiths.

Their role is to take God’s Grace to whomever they meet and whomever is in need, not just those who do things in a familiar manner.

Chaplains should familiarize themselves with the practices of those faith groups which they are likely to meet, and especially things that may inadvertently cause offence (e.g., men talking to women & vice versa, touching with the left hand etc).

Pastoral responsibility for everyone in a particular place or praying for individuals (as opposed to leading prayers or teaching the individual to pray) are largely unique to Christianity and leaders of other faiths will not naturally work that way.

Christian chaplains may find they take the lead in many local matters simply because they are the greatest number. In the same way Anglicans can end up doing a lot of administration as they may again have the numbers, and their church is structured that way. In all cases it is important to remember to take account of all those involved of other traditions and faiths.

We must work with others and share common ground in Inter-faith activity; it is not usually possible to do things that are multi-faith.



HEALTH & SAFETY

Chaplains are invited into the workplace and must comply with all local regulations and laws for the Health & Safety of themselves or others.

Chaplains may be in parts of premises not open to the general public, and they must take proper care to deal with any hazards.

Any dangers seen should be reported.

All location specific courses must be completed before going on site.

All location specific Personal Protective Equipment (PPE) must be used.

Particular care is needed around warehouses, car parks, traffic lanes, railway lines, unfenced water or deep water (fenced or otherwise).

There are no specific requirements for **KWM** *But another example might read* Port of Dover – Complete GSSAT on-line training module. Present current certificate to Pass Office at issue of first pass and then each year for annual ‘birthday’ renewal

RISK ASSESSMENT

The Staff & Trustees of **KWM** shall regularly, at least once a year, review the potential risks to the organization, the likelihood of occurrence for each, and make plans to mitigate the most significant ones. Areas reviewed should include Trustees, Staff, volunteer Chaplains, buildings or property, finance, theology and links to denominations, IT, legal, Safeguarding or Reputation.

See **KWM-05-Risk Assessment**

DATA PROTECTION

Chaplains are subject to current data protection legislation as it applies to both computer and paper records. Personal information may only be kept with the knowledge of the individual concerned and only used for the purposes for which it was given.

TRAINING AND ACCREDITATION

Before someone is accredited as a Workplace Chaplain by **KWM**, they need to be safely recruited. Following approval by the Operations Group they can shadow an existing

chaplain and will need to complete the Introduction to Workplace Chaplaincy course by Workplace Chaplaincy Mission UK (WCM UK) or equivalent training. See **KWM-03-FOUNDATION TRAINING**

EXPENSES

KWM recognises that staff and volunteers should not be significantly out of pocket performing their duties.

Staff are expected to work from their office or base. The range of allowable claims should be reviewed and confirmed with their manager at least annually.

Volunteers who need to travel to places for their chaplaincy beyond their local area, or who need to attend other meetings, should have an agreement of allowable items drawn up by their Lead Chaplain / **KWM** Ops group which should remain in place unless their role, location or circumstances change.

Reasonable agreed costs incurred as a result of travelling in connection with **KWM** business will be reimbursed in accordance with HMRC rules and recommendations and subject to the forms, procedures and limits agreed from time to time by the Ops group.

Guidance on standards and rates to be used are to be found in **KWM-06-EXPENSES STANDARDS & PROCEDURE**

GRIEVANCE POLICY

- 1 All disputes or grievances concerning an employee, an employee of a third party, or volunteer should be addressed as soon as possible to endeavor to find resolution, ideally by direct contact between the parties involved.
- 2 All indirect employees, i.e., contracted with another organisation, should use the policies & procedures of that organisation.
- 3 All volunteers under the management or oversight of another organization should use the policies & procedures of that organization.
- 4 All direct employees, or volunteers, should be made aware of their own manager / lead chaplain ('manager') and that individual's reviewing manager.
- 5 Any dispute should be raised with the manager who should endeavor to resolve the problem speedily.
- 6 Any matter that cannot be resolved within 14 days should be referred to the senior/reviewing manager.
- 7 If this fails to find resolution the matter should be raised with the Chair of Trustees, unless they are one of those already involved in which case the matter should be referred to the Board of Trustees.

MEMBERSHIP & CHAPLAINCY RECORDS

- 1 The Operations Group shall ensure a list of Members is kept. A report on numbers and trends will be circulated to Trustees at the AGM.
- 2 Trustees may designate members as Life Members in recognition of exceptional service to **KWM**.
- 3 All other forms of Membership must be renewed annually by payment of relevant fees or voluntary effort.
- 4 Levels of Fees, benefits and conditions of membership shall be drawn up by the Operations Group and be published in **KWM-08-WHAT DO WE OFFER MEMBERS & CHAPLAINS**.

DISCIPLINARY POLICY

- 1 Any disciplinary or performance matter should be dealt with fairly and steps taken promptly to ascertain the facts.
- 2 **KWM** can only take disciplinary action against staff or volunteers directly managed or overseen by them, or insofar as they use **KWM** resources or name.
- 3 Staff or volunteers should not be subject to any disciplinary action without being provided with
 - a. A written statement of allegations
 - b. A hearing before any decision is reached
 - c. The right to an appeal hearing
- 4 All direct employees, or volunteers, should be made aware of their own manager / lead chaplain ('manager').
- 5 All staff and volunteers are expected to work to the policies, procedures and core values of **KWM**.
- 6 Except in the case of alleged gross misconduct, the staff member/volunteer will be entitled to remain in post whilst the procedure is pursued.
- 7 Normal procedure would involve an Oral Warning, a Written Warning, a Final Written Warning, and Dismissal.
- 8 A **KWM** Lead Chaplain (or above) should be involved in any case of a written warning and dismissal must be approved by the Operations Group or the Trustees.
- 9 Appeals against any decision may be made within 5 working days and the appeal heard as soon as possible by a more senior body (unless the decision was made by the Board of Trustees in which case, they can either hear the appeal or appoint an external independent body).

Misconduct – includes, but not exclusively:

- Failure to obey a reasonable instruction
- Failure to meet agreed commitments without reasonable discussion
- Failure to follow the policies of **KWM** or any business where we work.

Gross Misconduct – includes, but not exclusively:

- Direct breach of any policy, especially Health & Safety, or Equality.
- Theft or damage to **KWM** property or the property of any business where we work.
- Incapacity at work, or when identified with **KWM**, by drink or drugs
- Physical assault
- Gross insubordination
- Harassment
- Being convicted of a criminal offence which is liable to adversely affect the performance or reputation of **KWM**

COMPLAINT HANDLING

Introduction

- 1 Everyone involved with **KWM** is responsible for ensuring transparent, fair, and honest activity at all levels.
- 2 It is the duty of everyone to report any untoward, or suspected untoward, activity.
- 3 It is the responsibility of everyone, especially Lead Chaplains or Trustees, to respect and protect anyone raising any concerns.

Potential Areas of Concern

Concerns may be raised about any aspect of **KWM** whether Volunteers, Employees, Lead Chaplains, individual members of Committees, a board, a committee as a whole, a Client, a potential client or someone outside the organisation.

Concerns may include, but not exclusively:

- The way an individual has been treated
- Alleged abuse
- Bullying
- Grooming
- Inappropriate relationships
- Decision-making
- Misuse of funds or resources
- Causing reputational harm to **KWM** or to Christianity as a whole.

Process

- 1 Ideally a matter should be raised initially with the individual or group involved.
- 2 Where there is any fear of reprisal, verbal, physical or organisational then the matter must be raised with the appropriate supervisory level, one above the alleged problem (the Supervising Individual) – see hierarchy list below.
- 3 Any matter raised must be recorded in writing by the Supervising Individual to whom it is reported.
- 4 If the Complainant/Whistle-blower is not satisfied that the Supervising Individual has taken the matter seriously or has not taken steps to resolve the matter, they should instigate a meeting with the next level up the reporting hierarchy.

Hierarchy of Resolution

- 1 Local lead in the chaplaincy
- 2 Appropriate **KWM** Lead Chaplain
- 3 **KWM** Administrator
- 4 Designated member of the Operations Group
- 5 Chair of the Operations Group
- 6 Chair of **KWM** Trustees
- 7 One of the Joint-Chairs of Churches Together in Kent, provided they are not chair of **KWM**

INVESTMENTS

KWM, as a charity, has a responsibility to use its funds to further the work of Chaplaincy and not use funds for long-term financial gain.

KWM will therefore:

- 1 Only invest those funds not immediately required for projects promoting chaplaincy or needed to cover reserves for salaries and pensions.
- 2 Investments will be restricted to instant access or short-term investments. **KWM** expects to have calling on our funding that makes long-term investments inappropriate.
- 3 **KWM**'s income is usually of an annual nature. **KWM** aims to have 12-months expenditure held in reserve accounts.
- 4 **KWM** should endeavour to ensure that its funds are held in ethical accounts with bankers, religious and other financial organisations.

CONFLICT OF INTEREST

- 1 All those in a decision-making capacity in **KWM** are under a duty to declare, and as far as possible avoid, areas where they will be subject to any Conflict of Interests.
- 2 Trustees of **KWM** are specifically reminded that when acting in that role they must legally put the interests of **KWM** first, even beyond any role in their own church, employment or personal interests.
- 3 Conflicts may include, but are not exclusively, financial, use of resources, policies of other organizations or personal benefits.
- 4 Where any individual feels that a discussion or decision may make them subject to a conflict, they must declare it as soon as they realize the situation. The chair of the discussion body / Line Manager shall decide whether the individual should withdraw from the discussion or remain as their input is useful to it. If the chair is the subject of the conflict someone else should be selected to chair or manage that item.
- 5 Ideally an individual should not vote on any decision in which they have a personal potential conflict but where there are very few people involved that may result in a group becoming in-quorate in which case urgency must be balanced with transparency.
- 6 If there is only one person involved in a decision which might be perceived as having a conflict of interest, they must refer the matter upwards or at least sideways.

MANAGEMENT OF VOLUNTEERS

- 1 Volunteer Chaplains are fundamental to the operation of KWM and is important that they are cared for properly at all times.
- 2 Every volunteer chaplain should know and meet regularly with their lead/co-ordinating chaplain who should be their first point of support in all matters.
- 3 All policies, but especially Complaint-Handling; Disciplinary, Grievances, Health & Safety, Membership & Chaplaincy Records, Recruitment, Respect & Equality, Risk Assessment, Safeguarding and Spiritual Support are there to support and assist our volunteer chaplains.

PAYING STAFF

KWM, as a charity, may employ staff or have staff seconded to them by other organisations.

- 1 Staff seconded to or provided to **KWM** by one of our sponsoring denominations or commercial partners; will be paid by and at the rate of their sponsor. Their tax and pension provision will not be the responsibility of **KWM**.
- 2 Staff employed by **KWM** (e.g., Lead Chaplains, Administrator) will be paid through a payroll administration organisation who will manage tax, national insurance, and pension payment on **KWM**'s behalf. They will withdraw funds from **KWM**'s current account for this. Currently the organisation is Methodist Payroll and Stipends at Methodist Church House, 25 Tavistock Place, London WC1H 9SF.
- 3 Staff employed by **KWM** will have contracts based on those of the Methodist Church and pension automatically enrolled with NEST pensions, if eligible. New staff with existing pensions can either transfer to NEST or keep their existing pension provider. Pension payments are currently 6% of salary from the employer (**KWM**).
- 4 Staff annual pay increases are currently linked to those agreed for staff of the Methodist Church.
- 5 Staff are employed on a salary basis and will be paid monthly into their bank account. Staff must have a bank account for this purpose.

FINANCIAL CONTROLS

KWM, as a registered charity, has a responsibility to manage its accounts such that no one person has ability to receive or make payments on the Charity's behalf.

Payments

- 1 Cheque payments must have two signatures. Any changes to the list of signatures held by our bankers must be approved by the trustees meeting.
- 2 Any electronic banking must be able to have two signature approvals for any payments of funds transfer between accounts. (Our investment account electronic banking is limited to single access to view statements only.)
- 3 **KWM** does not make cash payments or hold any cash in any **KWM** buildings.
- 4 **KWM** should endeavour to ensure that payments are not made to organisations that could be of a fraudulent background.
- 5 Direct debits or standing orders set up to make regular payments must be signed by two of the signatories to the relevant account. This is normally **KWM**'s current account.

Receipts

- 1 Cheques received must be recorded (see below), acknowledged to the payee and banked. The three steps to be part of regular oversight.
- 2 Bank transfers must also be recorded (see below) and acknowledged to the payee. Direct debits or standing orders need only be acknowledged on the first payment.
- 3 Cash requires particular handling. Cash received must be counted by two people at point of receipt and a document created showing the amount and the purpose of the funds e.g., Conference donations, and signed by the persons counting the cash. If no purpose for the cash is known, it should be recorded as purpose unknown and all documents duly annotated.
Cash must be banked and paying in slip matching the counting document form part of the accounts' documentation.

Recording

- 1 **KWM** accounting maintains a spreadsheet that records all payments and receipts including direct debits and standing orders.
Regular reconciliations with statements must be carried out on receipt of bank statements. The reconciliations and documents supporting entries should be signed off by a trustee independent of the treasurer and administrator.
- 2 Documents relating to all entries on the spreadsheet including invoices, bank statements, documents matching cash and donations; must be maintained in a file cross referenced to the spreadsheet.
- 3 The spreadsheet must be presented annually to an independent qualified person to formulate the accounts as required by the charity commission and passed as independently examined as required by law. **KWM** is currently not financially large enough to require a full audit of the accounts.
- 4 The examined accounts and treasurer's report must be presented to the Trustees AGM and approved each year.
KWM's accountants and independent examiners must be appointed at that meeting.



DIGITAL MEDIA

- 1 All **KWM** stakeholders must always take care to preserve the integrity and reputation of **KWM** and the wider Church.
- 2 At all times be a good ambassador for Christ, the Church and your part in it, whether online or offline.
- 3 Only those officially designated by the Trustees or Operations Group have the authorization to speak on behalf of **KWM**. Therefore, if you comment (in your own post or via a comment on another's) on any aspect of the Church or **KWM** you must clearly identify yourself and your involvement with **KWM**, paid or not, and include a disclaimer that the views are your own, not those of **KWM** or the Church.
- 4 Protect yourself and your privacy. What you publish will be around for a long time, so consider the content carefully and be judicious in disclosing personal details. Take care to understand a site's terms of service.
- 5 Respecting confidentiality should not be problematic in this area. The existence of digital media does not change the Church's understanding of confidentiality.
- 6 Respect copyright law.
- 7 Do not expose yourself to prosecution under defamation/libel law.
- 8 Make yourself aware of the existing **KWM** safeguarding policies and follow them at all times, whether online or offline.
- 9 If you're about to publish something that makes you even the slightest bit uncomfortable, review the **KWM** digital media guidelines or speak to your line manager or one of the Operations Group for advice.
- 10 Ensure that your online activities do not interfere with your job or commitments to the wider Church community.
- 11 If any person is in any doubt or needs further clarification on the use of digital media, they should contact the [KWM Administrator](#), or a member of the Operations Group.
- 12 Paid employees who deliberately fail to take **KWM's** Policy into account may face disciplinary measures.
- 13 **KWM-09-Digital Media Guidelines** outlines good practice to follow.

CAMPAIGNING AND POLITICAL ACTIVITY

As a body KWM is politically neutral, supports no political party and does not engage in political campaigning.

ENGAGING EXTERNAL SPEAKERS

- 1 **KWM** will consider the requirements of charity law when providing a platform and premises to external speakers.
- 2 **KWM** selects speakers for its events based on the event's purpose, potential impact and within **KWM**'s mission and objectives.
- 3 **KWM** formally invites speakers, outlining the event's date, purpose, and expectations with a clear request for confirmation and availability.
- 4 Upon acceptance, **KWM** enters into an agreement detailing expectations, remuneration (if applicable), and other relevant terms, including the nature of the event, speaker's role, and responsibilities.
- 5 Speakers must act in a manner that aligns with **KWM**'s values and charity mission and in particular should avoid content that could incite hatred, unrest, offense, or political bias
- 6 In particular see "**CAMPAIGNING AND POLITICAL ACTIVITY**" above



Application to be a Workplace Chaplain

Chaplains

The benefits of registering as a KWM chaplain include:

- INSURANCE
- SUPPORT NETWORK
- TRAINING
- MUTUAL EXPERIENCES
- RESOURCES
- ECUMENICAL RECOGNITION

'We are all chaplains now', **not** associate/ honorary/ volunteer/lay etc

Some are ordained but chaplaincy as such does not require it.

Workplace Chaplains come in many different statuses, backgrounds, or types of support and while few may need all the potential benefits from KWM most may benefit from some of them.

INSURANCE - against accidental harm to others or injury to self.

Most church policies only cover paid individuals and direct church activities. Anglicans are only usually covered within their parish boundaries. [e.g., A volunteer Anglican Chaplain fell on wet steps at Heathrow. As neither a bona fide traveller, nor BAA staff he was not covered by BAA. His own parish was 3 miles away. Although licensed by the bishop, diocesan insurance only covered paid employees. Luckily it was only bruising and a twisted ankle.]

KWM SUPPORT NETWORK

Most ordained clergy have their own personal networks in place, but as leaders of congregations many are not well equipped to help people in the workplace, and in particular those stressed by ministering to others in the workplace.

TRAINING

Ministry to employees, travellers, shoppers, detainees or patients are all different to each other, and to church fellowship or community ministries. Church training will often cover some aspects but there are usually gaps, which KWM can fill. Workplace Chaplaincy Mission UK (formerly IMA) offers national training courses, and KWM can also offer individualized training.



MUTUAL EXPERIENCES

Most chaplains work alone most of the time. Sharing experiences with others, seeing other ways of tackling a situation, realizing your problem is not unique or over-powering is very valuable. Just seeing how chaplaincy works in another company, another High Street, or another branch of the same chain is a great encourager. KWM can facilitate those links.

RESOURCES

KWM can help in design or purchase of badges, cards, flyers, or clothing.

KWM has policies & procedures designed to be copied or fine-tuned by chaplaincies.

ECUMENICAL RECOGNITION

Many businesses shy away from a lone chaplain who, by definition, comes from one background, for fear of then having to have one from every denomination or faith group. Being backed by KWM gives an ecumenical authority and hence acceptance, that a single church will rarely have.

Chaplains need to have completed

- 1 the following Application Form (KWM-02-APPLICATION FORM)
- 2 a current KWM Annual Expenses agreement form (KWM-06- EXPENSES STANDARDS & PROCEDURES) (if appropriate)



KWM Chaplaincy Application Form

Chaplaincy:	
Title:	
Name:	
Address:	
Date of Birth:	/ /
Telephone: day	
evening	
mobile	
e-mail:	
Do you have a driving licence? Do you have use of a car?	
Your usual church (which will be 'sending' you):	
How long have you worshipped there?	
Current role in that church:	
Church 'qualifications/training':	
Any other relevant qualifications/training:	

<p>Name and number of an emergency contact and Next of Kin (if different)</p>	
<p>How do you relate to people of other Christian traditions and those of other faiths?</p>	
<p>What is your experience of 'The Workplace'?</p>	
<p>What is your experience of Chaplaincy/ Counselling/Pastoral Work?</p>	
<p>Any other relevant experience:</p>	
<p>What sort of 'Spiritual Help Network' do you have to deal with challenging situations?</p>	



<u>References</u>	
<p>First referee</p> <p>Please provide the name, role, address, email and telephone details of your church leader, or a member of the church leadership team, with whom you have discussed the application.</p>	
<p>Second referee</p> <p>Please provide the name, role, address, email, and telephone details of someone who knows you well in a different context from your first reference.</p>	
<p>If anything on this form poses any difficulty for you, please do get in touch.</p>	
<u>Other matters</u>	
<p>How much time per week/month could you offer?</p>	
<p>Any restrictions on your availability during this time:</p>	
<p>How do you think you would function as a chaplain?</p>	
<p>Anything else relevant to this calling:</p>	



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Do you hold an Enhanced DBS certificate issued within the last year or one that is on the update system through your church or denomination, are you willing to share it with us? Date and number: (If not, are you willing for us to request one)	
Have you received Safeguarding Awareness Training to 'Foundation level'? (If so, please include copies of certificates)	
Declarations	
Are there any health or other issues relevant to your application? (e.g., ability to climb stairs, limited vision/hearing in operational areas)	
Any convictions (except spent ones under the Rehabilitation of Offenders Act 1994) or other reasons that might prevent DBS or Security Clearance? (If yes supply details in a separate sealed envelope)	

I declare that the above is true to the best of my knowledge.

Signature _____ Date _____

<p>Please return, together with any additional information preferably to</p> <p>admin@kentworkplacemission.org</p> <p>or by post to: Kent Workplace Mission, c/o Larkfield Methodist Church, New Hythe Lane, Larkfield Aylesford ME20 6PN</p>

Please note:

Your application will be viewed by the Operations Group and Kent Workplace Mission will hold the information that you have provided above about you as a Chaplain.
 We will hold your data securely for the administration of your chaplaincy.
 It will be destroyed within 18 months of our last dealing with you unless longer periods are required by law.
 Your data may be exchanged, electronically or on paper, with your church or denomination, our Safeguarding / DBS providers or the business/organisation where you are chaplain (e.g., Bluewater, Port of Dover, ASDA).

Complaints

We hope that you will not need to, but if you do want to complain about our use of personal data please send an email with the details of your complaint to admin@kentworkplacemission.org.
 We will look into and respond to any complaints we receive. You also have the right to lodge a complaint with the supervisory authority about an alleged infringement of data protection law. The Information Commissioner's Office ("ICO") is the UK data protection regulator/supervisory authority. For further information on your rights and how to complain to the ICO, please refer to the [ICO website](#).

Foundation Workplace Chaplains Training - Procedures

1. Safer Recruitment of a Kent Workplace Mission Chaplain.

- Potential Chaplains have an informal discussion with the Coordinating Chaplain or another KWM representative to establish interest.
- They meet and shadow an existing chaplain.
- They are given KWM-00-CHAPLAINCY INTRODUCTION encouraging them to think and pray about chaplaincy.
- Candidates need to complete KWM-02-CHAPLAIN APPLICATION FORM
- Supporting references will be sought by the Administrator.
- The application will then be presented to the Operations Group.
- Following approval candidates will undertake an interview with a Lead Chaplain or an experienced Chaplain following Safer Recruitment protocol, which includes safeguarding questions.

1.1. Complete a KWM approved Safeguarding Course to Foundation level.

All chaplains, staff and trustees should be trained in Safeguarding Awareness, to a level accepted by the CTiK church leaders, equivalent to the Methodist 'Foundation' level. The Candidate can apply to follow a Methodist Safeguarding Training session. Alternatively they should register and complete the [CofE Safeguarding Training](#) to foundation level (or above). If the candidate has a recent Safeguarding Certificate, they do not need to complete a further course until that expires (in line with our KWM-04-SAFEGUARDING policy).

1.2. Produce evidence of an up-to-date DBS certificate.

Trustees, staff and chaplains are expected to have a current DBS certificate, ideally provided via their denomination or some other organisation. If the candidate does not have a certificate aged up to one year, the Administrator can carry out a DBS check with their permission (in line with our KWM-04-SAFEGUARDING policy).

2. Following Safer Recruitment, Initial Training of a KWM Chaplain.

2.1. Complete a KWM approved Chaplaincy Training course.

Basic training for all new Chaplains should be the [Workplace Chaplaincy Mission UK course](#) or KWM's own delivery of this course. If the candidate has received recent Chaplaincy training or are existing Chaplains with recent relevant experience, they do not need to complete a further course.

2.2. Shadow an existing chaplain.

Chaplains shadow another chaplain until they are confident to continue alone.

2.3. Receive regular support.

Chaplains will receive regular support from the project leader (if there is one) and the Coordinating Chaplain. This could include group meetings with the other chaplains and the local project leader and regular in-person meetings with the Coordinating Chaplain. This also includes opportunities for remote contact with the Coordinating Chaplain.

2.4. Keep confidential notes.

Chaplains are encouraged to keep confidential notes using initials and brief descriptions.

2.5. Join the Weekly Fellowship.

Chaplains are encouraged to join the weekly Fellowship wherever possible.

3. Continuing Training.

3.1. Safeguarding.

Following on from basic training, scenarios, critical reviews and workplace appropriate training and signposting to include domestic abuse/violence.

3.2. Mental Health/suicide prevention.

Courses from Mind or other providers.

3.3. Regular support meetings.

With the Coordinating Chaplain.

3.4. Christian Theological training.

To enhance chaplains' own knowledge and the theology of work.

3.5. Workplace disputes, reorganisation, or redundancy.

Basic advice on how to support someone who is undergoing investigation, disciplinary action or who is experiencing bullying or change in the workplace including redundancy.

3.6. Bereavement.

3.7. Other faiths.

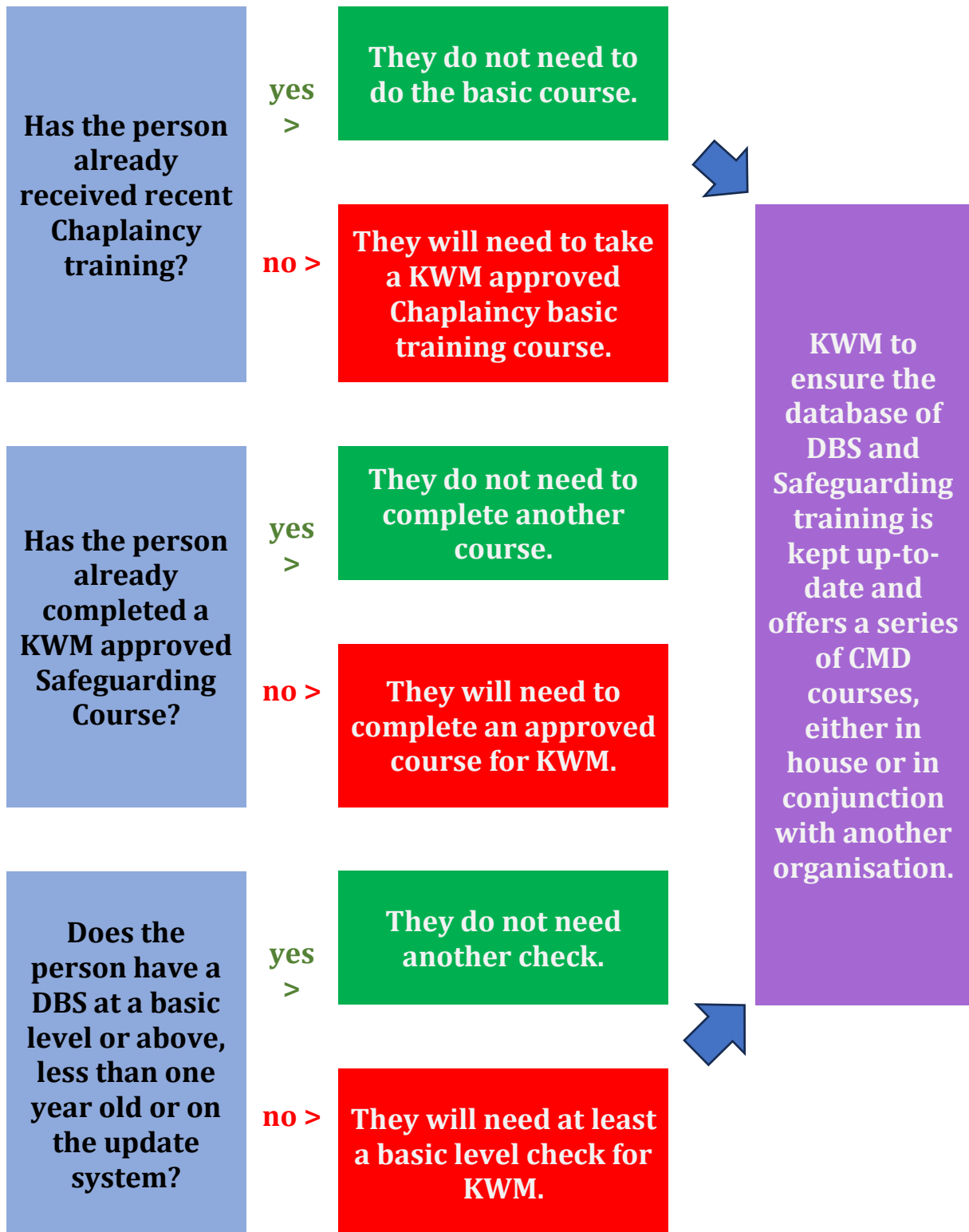
How to interact positively with people from and worldviews, including non-religious ones.

3.8. Quiet Days and Retreats.

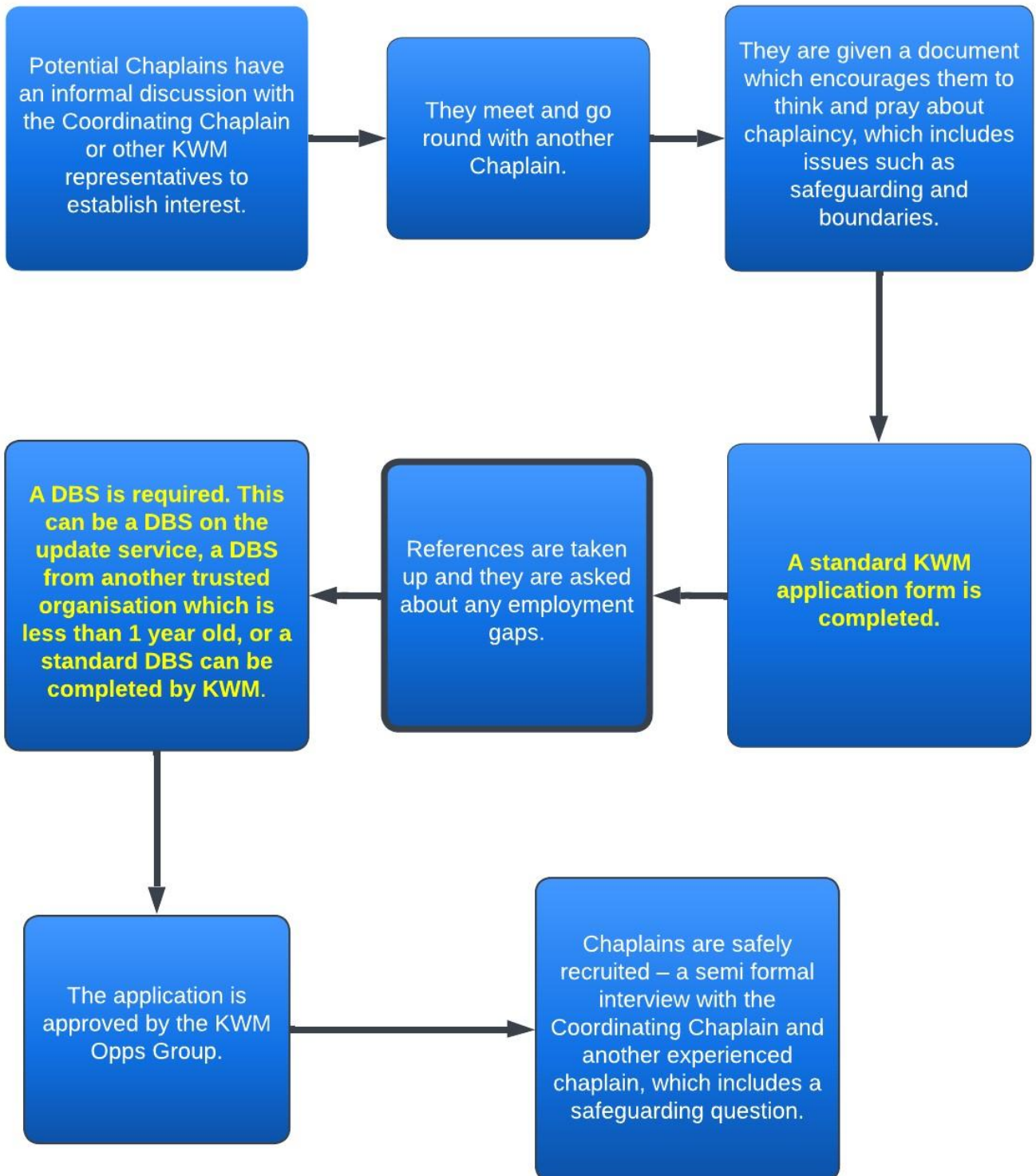
Encouraging participation to strengthen one's own faith and to reduce stress.

Training Flow Chart

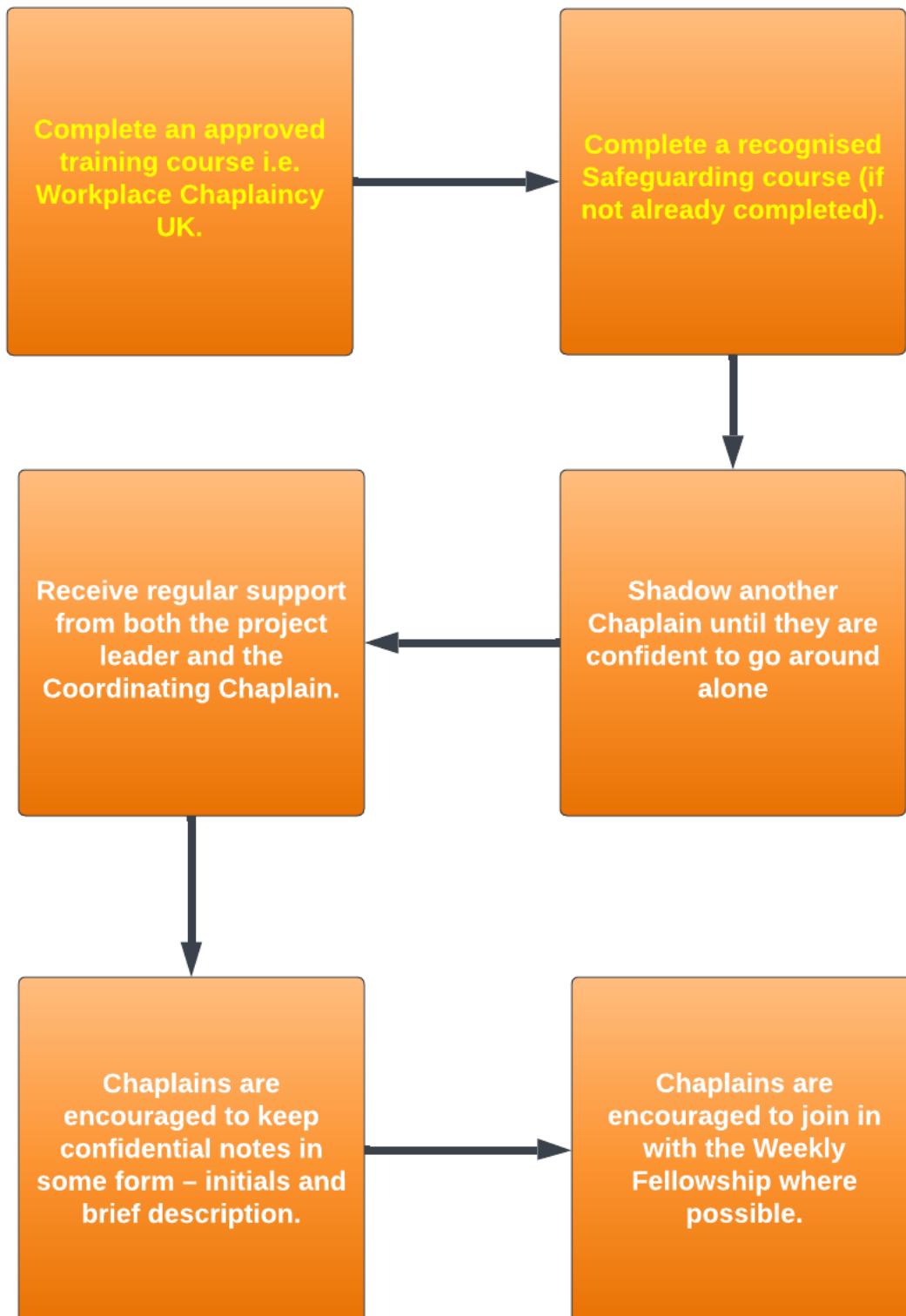
This follows a completed application form, supportive references and an interview with a Lead Chaplain or an experienced Chaplain following Safer Recruitment protocol.



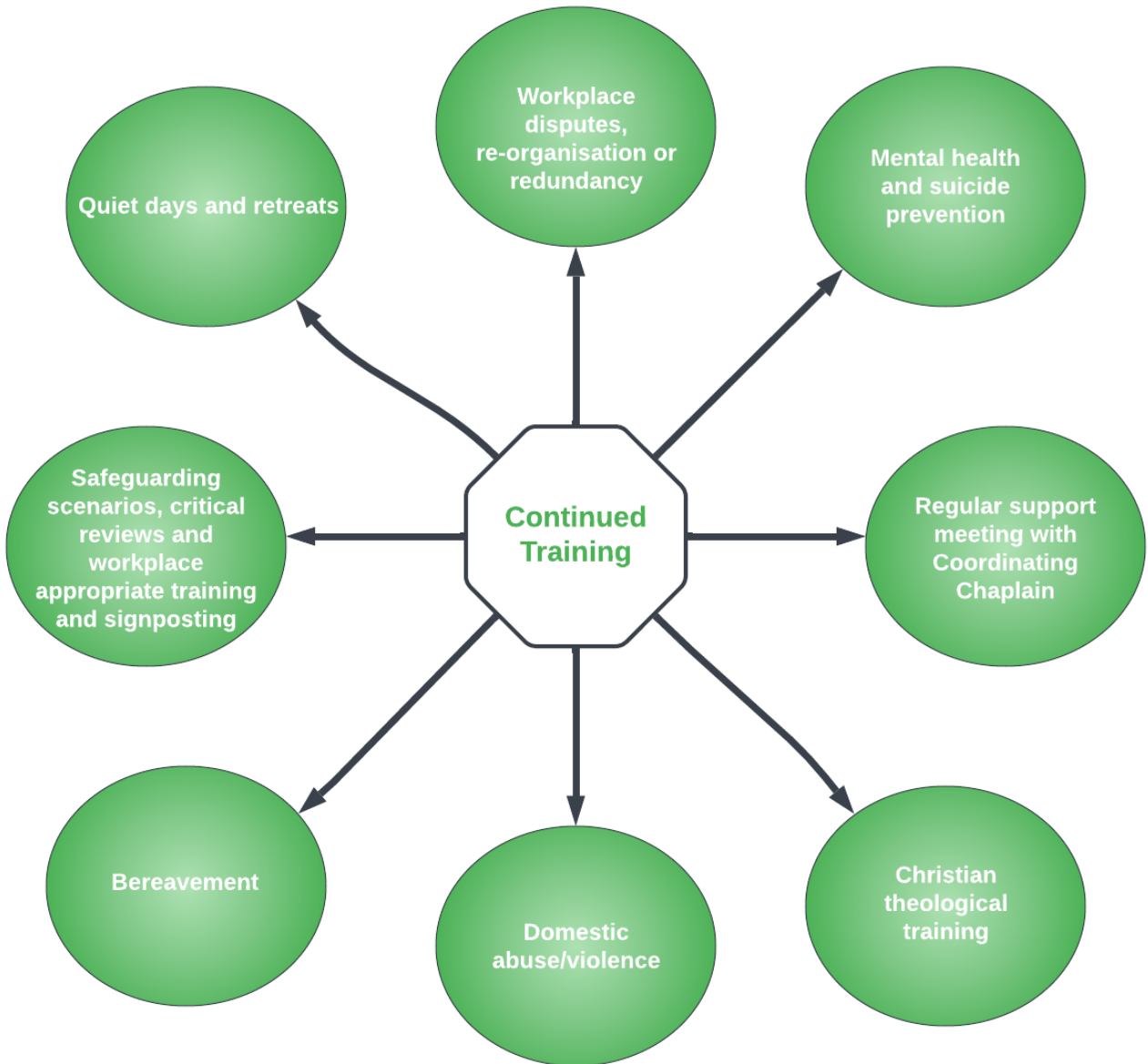
Recruitment Flowchart



Initial Training



Continued Training





Safeguarding Children & Vulnerable Adult Procedures

1 General Principles

- † Everyone involved with KWM has a duty of care towards children and adults at risk to help to protect them from abuse.
- † All volunteers and staff are expected to make full and honest declarations.
- † All personal information given to KWM must be suitably protected.

These Procedures are based on the following principles:

- † The welfare of children and adults at risk is the primary concern.
- † It is important to protect the reputation of KWM and the Church.
- † All people, whatever their age, culture, disability, gender, language, racial origin, socio-economic status, religious belief and/or sexual identity have the right to protection from abuse.
- † It is everyone in KWM's responsibility to take training to recognise abuse so that all incidents of alleged poor practice, misconduct and abuse will be taken seriously and responded to swiftly and appropriately.

All reasonable steps must be taken to ensure unsuitable people are prevented from working with children and adults at risk.

Trustees, staff and chaplains are expected to have a current DBS certificate, ideally provided via their denomination or some other organisation.

If this is not possible the matter must be formally considered by the Operations Group to either request a DBS (if legal) or to assess and record any risks.

Within KWM the following are **never** condoned:

- † forming intimate emotional or physical relationships with people at risk.
- † touching, or allowing touching, in a sexually suggestive manner.
- † making sexually suggestive comments to a person at risk, even in fun.
- † reducing a child or adult at risk to tears as a form of control.
- † allowing allegations to go unchallenged, unrecorded, or not acted upon.
- † allowing children or adults at risk to stay with you at your home.

In addition to checks on their safeguarding status (section 3 below),

All Chaplains, staff and Trustees should undertake appropriate training to be able to recognise, respond and report any disclosures or observations of abuse, (see section 4 below).

2 Key Roles

The KWM Safeguarding Officer (S.O.) is a designated Trustee to oversee Safeguarding matters.

The KWM Administrator holds the role of Safeguarding Administrator (S.A.) and has the day-to-day responsibility for overseeing child and adults at risk protection issues within KWM.

The S.A. role includes:

- † Implementing and promoting **KWM** Safeguarding Procedures.
- † Acting as the initial Safeguarding contact within **KWM**.
- † Providing information and advice on Safeguarding people at risk.
- † Keeping abreast of developments and understand the latest information on data protection, confidentiality and other legal issues that impact on the protection of children and adults at risk.
- † Encouraging good practice to protect and support the vulnerable.
- † Maintaining confidential records of reported cases and action taken.
- † Liaising with the statutory agencies where necessary.
- † Maintaining records on the DBS/Safeguarding status of all trustees, staff, and chaplains.

3-New Appointments

Prior to appointment of a chaplain or member of staff, paid or unpaid, appropriate Disclosure and/or equivalent international checks must be completed by the S.A. For paid position entitlement to work in the UK should also be checked.

Is the individual under direct supervision/ oversight of a church?

Yes No

▼ ▼

S.A. to confirm with church that the individual has clean DBS / risk assessment with that church – need to know that the church accepts them for their current role and would allow them in the chaplain role. We do not need to know the detail of minor blemishes. **End** **If not confirmed from church ---▶**

Does the individual have a current DBS certificate registered with the Update Service that they are willing for us to see and assess?

Yes No

▼ ▼

S.A. to access and assess them for their role.
We do not need to know the detail of minor blemishes. **End**

Is the individual to work in Retail, Transport, or other areas where they may be in the company of children or adults at risk, or potentially seen as a figure of authority?

Yes No

▼ ▼

The individual must be asked to complete and submit a Disclosure form to the S.A. for an Enhanced Disclosure via **D.D.C** and then return the certificate to be seen by KWM- **S.A.** (there is now only one copy of the certificate produced). Any appointment is provisional until the Disclosure Certificate has been seen. If the individual is unwilling to request DBS the case must be discussed by the Ops Group. **End**

S.A. to report situation to Ops Group to assess the potential for harm caused to others, or to the organisation in either a direct or indirect manner. If a risk is determined and an Enhanced Check is not legally permitted, then a BASIC DBS Check may be sought for the individual.
(This will incur costs for employees but is free for volunteers). **End**

4 Safeguarding Awareness

All chaplains, staff and trustees should be trained in Safeguarding Awareness, to a level accepted by the CTiK church leaders, equivalent to the Methodist 'Foundation' level. These, plus Domestic Abuse courses are available free of charge to anyone at <https://safeguardingtraining.cofeportal.org> and putting any church name in when registering.

It is very important to understand that there are different types of abuse:

Emotional / Neglect / Physical / Sexual / Bullying (by gangs or family; physical or verbal; teasing or harassment) / Negative Discrimination / Racism)

Report, record and inform if the following occur:

- † If you accidentally hurt a person at risk.
- † If a person at risk seems distressed in any manner or misunderstands or misinterprets something you have said or done.
- † If a person at risk appears to be sexually aroused by your actions.
- † If a person at risk needs to be restrained.

It is not an individual's responsibility to decide whether or not a person at risk has been abused. It is **everyone in KWM's** responsibility to report concerns.

It is important to listen carefully to the information disclosed, good practice is:

- † React calmly so as not to frighten the person at risk.
- † Listen to the person at risk.
- † Tell the person at risk that s/he is not to blame and was right to tell.
- † Do not show disbelief.
- † Take what the person at risk says seriously, recognising the difficulties inherent in interpreting what a person at risk says, especially if they have a speech disability and/or differences in language.
- † Do not pre-suppose that the experience was bad or painful - it may have been neutral or even pleasurable.

Always avoid projecting your own reactions onto the person at risk.

- † If you need to clarify, keep questions to the absolute minimum to ensure a clear and accurate understanding of what has been said.
- † If you need to clarify or the statement is ambiguous, use open-ended, non-leading questions.
- † Do not introduce personal information from either your experiences or those of others.
- † Reassure the person at risk.

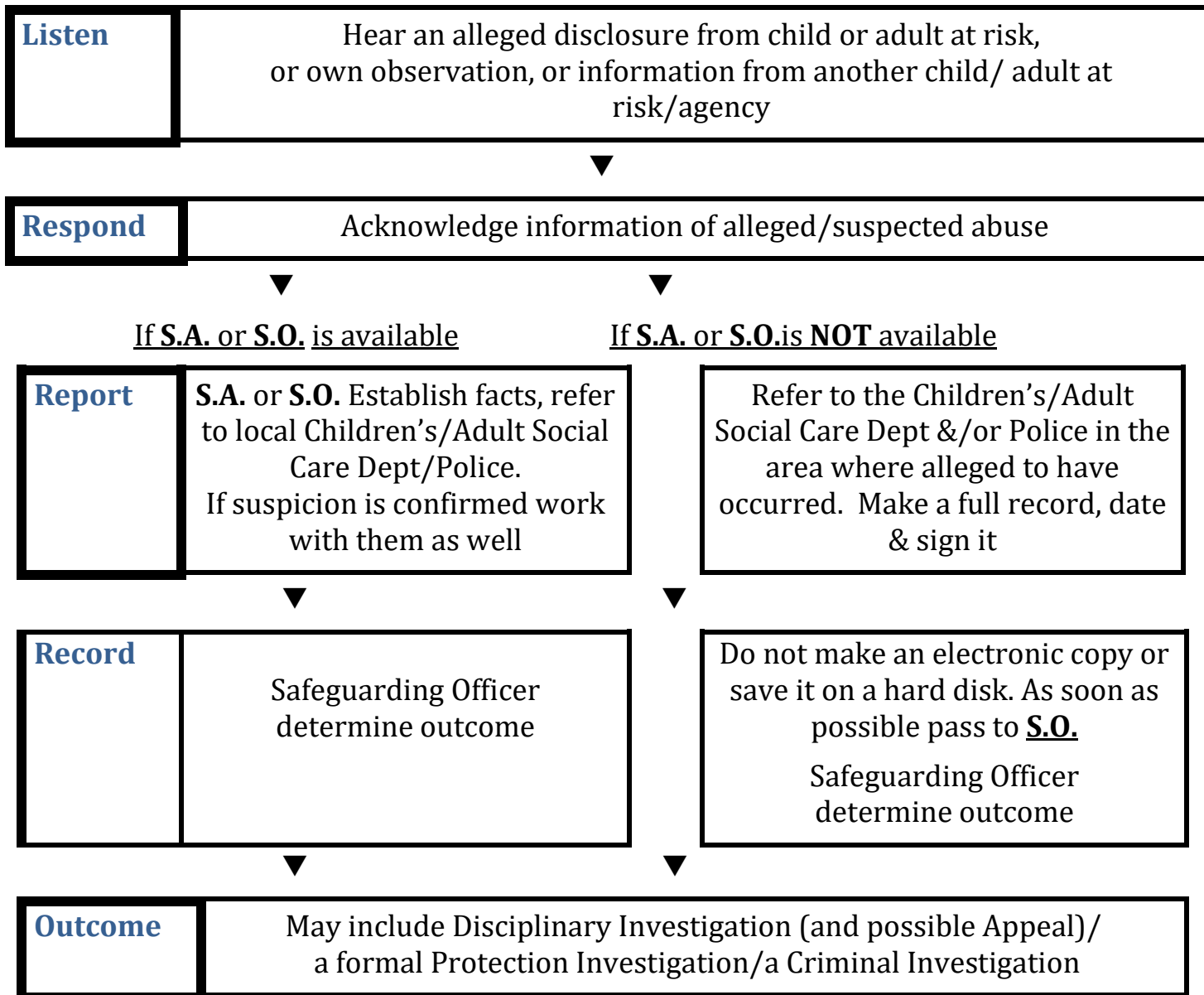
Procedure for Responding to Suspicions and/or Allegations of Abuse:

The KWM Safeguarding Officer (S.O):

Ellen Couzens couzens.ellen@gmail.com

The KWM Safeguarding Administrator (S.A.) is the KWM Administrator:

Madeleine Shepley admin@kentworkplacemission.org



Make a full written record of any disclosure on the day you receive it.

Sign and date the record then pass it to the Safeguarding Officer.

In all cases of suspected or alleged abuse, advice and guidance must first be sought from the local Children's/Adult Social Care Department or the Police as to whom to contact.

When receiving a disclosure:

- Avoid panic.
- Avoid showing shock or distaste.
- Avoid probing for more information than is offered.
- Avoid speculating or making assumptions.
- Avoid making negative comments about the alleged abuser or victim.
- Avoid approaching an individual against whom an allegation is made.
- Avoid making promises or agreeing to keep secrets.
- Avoid giving a guarantee of confidentiality.



RISK ASSESSMENT

The KWM Operations Group is charged by the Trustees to routinely monitor activities, finances, and areas of special risk.

The principal areas of risk, and related actions, are:

1. Finance:
Monthly monitoring to limit expenditure to available resources and an annual review of financial controls and processes.
2. Loss of critical staff:
Routine evaluation of the risks from ill health or workload or outside roles such as ordination training.

Lobbying trustees and sponsoring denominations to ensure enough suitably qualified trustees.

3. Loss of critical resource:
Ensuring data is suitably backed up and that equipment/premises are suitably protected and/or insured.
4. Reputation damage:
Understanding the risk from widely distributed volunteer chaplains and managed by regular meetings or discussions with Lead Chaplains or Administrator.

Monitoring KWM publicity either via the website or other media.

5. Physical Harm:
Chaplains and staff must be given and undertake appropriate training in Manual Handling or Material Handling should their KWM role involve/require this type of activity.

Chaplains and staff should be made aware of any dangers in their workplace and take appropriate Health, Safety, Security or Counter Terrorism training for each location.

Chaplains and staff should be made aware of the dangers of lone working, one to one working or potentially dangerous situations in their workplaces.

The Operations Group will maintain a RISK SCHEDULE and review it on an annual cycle.

This attachment is not part of the policy but is a worklist of items for regular review, at least annually, by the Operations Group.

RISK SCHEDULE

(L=Low Risk or likelihood, M=Medium risk or likelihood,
H=High Risk, High Likelihood or Medium Risk plus Medium Likelihood)

Event	Comments/Controls/ Action	Persons responsible	Risk
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Financial

Loss of capital through inappropriate investing or loss of investment income	Monitor Investment Policy Find suitable interest rates	Ops Group On-going	M
Loss of major donors	Monitor/Maintain relationships Ensure spread of income sources	Chair/Trustees Treasurer/Ops	H
Unanticipated significant increase in expenditure	Monthly monitoring Keeping reserve levels	Treasurer/Ops	M
Inaccurate accounting/systems	Review Finance Processes	Treasurer/Ops	M
Theft of cash collection or un-invoiced income	Regular review of Finance Systems	Treasurer/Ops	M

Workplaces

Accident or harm to staff on KWM premises		Administrator	L
Accident or harm to staff working elsewhere		Lead Chaplains	M
Inappropriate use of workplace building/office		Lead Chaplains	L
Pressure on chaplains/KWM to support undesirable business aims		Ops Group/Lead Chaplains	M
Failure of chaplains to observe local rules/practices/ by-laws	Regular reviews with chaplains	Lead Chaplains	L
Plans in case of fire etc - KWM premises		Administrator	L
Plans in case of fire etc -elsewhere	Each chaplain to study their area	Lead Chaplains	M
Chaplaincy becomes out of touch with the local workplace community		Lead Chaplains	L
Plan in case of Terrorist Attack	Liaise with workplaces - understand local risks and plans	Lead Chaplains	M

Event	Comments/Controls/ Action	Persons responsible	Risk
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Personnel

High turnover of employees/ inability to replace staff	Trustees to monitor and take urgent action as appropriate	Trustees	M
Inability to fill "officer roles" such as Chair, Treasurer, Secretary, etc	Have contingency 'succession' plans for emergencies. Approach denominations for skilled nominees	Trustees	M
Insufficient Lead Chaplains to mentor/support chaplains	Develop 'succession plans'	Ops Group	M
Insufficient volunteers for activities		Ops Group	M
Fear of legislation or litigation detering people from helping or limiting range of activities	Ensure adequate insurance cover	Trustees	L
Death or injury to KWM person	Call out process for support by Chaplains/ Chair	Ops Group	M
Death or injury witnessed or pastored by KWM chaplain	As Above	Ops Group	M
Volunteers unaware of key policies & guidelines e.g., H&S, Safeguarding	Regular reviews with Lead Chaplains	Ops Group/Lead Chaplains	M
Loss/theft of personal possessions	Need to consider case by case	Ops Group	L
Inadequate staff performance, unbecoming conduct		Line Manager	L

Resources

Loss of access to KWM databases/web pages	Ensure multiple administrators	Administrator/ Line Manager	M
Loss/corruption key data/ systems Physical loss of computers	Due care of any portable devices. Ensure regular off- site backups	Administrator/ Lead Chaplains	M
Loss of documents, malicious or accidental	Ensure backups of critical physical documents	Administrator/ Lead Chaplains	L
Disclosure of personal info. accidental or malicious	Regular awareness briefings	All	L
Inability to access building due to local exclusion zone/serious damage	Fall back plans for inability to access Larkfield, Bluewater Office, DHB Office etc	Administrator/ Lead Chaplains	M
Significant failure of essential services (power, heating, water)	Fall back plans for inability to use Larkfield, etc	Administrator/ Lead Chaplains	L

Event	Comments / Controls / Action	Persons responsible	Risk
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Resources (continued)

Loss of contents through fire, flood, or theft	Fall back plans loss of Larkfield, Bluewater Office, DHB Office etc	Administrator/ Lead Chaplains	L
Inadequate insurance cover	Review at least annually	Administrator/Ops Group	H

Reputation

Trustees exceed or fail in their responsibilities		Chair	L
Trustees fail to respond to economic changes/ priorities		Trustees	L
Trustees fail to act as links to their Church leaders		Chair/all trustees	M
Failure of Church Leaders to appoint effective Trustees	Lobby via denominational structures	Trustees	H
Unacceptable theological statements on behalf of KWM by trustee, staff, or volunteer	Ensure rebuttal published as soon as possible	ALL to monitor, Chair/ Administrator to publish	L
Perceived Anti-Christian activities	Ensure rebuttal published as soon as possible	As Above	L
Adverse publicity caused by other churches in the area	Ensure rebuttal published as soon as possible	As Above	M
Adverse publicity from 'extreme' Christian bodies, especially 'chaplain' in their title	Ensure rebuttal published as soon as possible	As Above	M
Outside confusion with non-Christian 'churches'	Publish rebuttal/ clarification if appropriate	As Above	M
Persons volunteering who are on Sex Offenders Register	Need to be considered on case-by-case basis	Ops Group	L

EXPENSES PROCEDURES

1. Approval / Authorisation

- a. Each individual staff member, volunteer, including trustees, should be aware of who is authorised to approve their expenses, and should agree, on at least an annual basis, what expenses they may claim.
- b. Bank Account signatories are not allowed to sign cheques payable to themselves.

2. Travel

- a. Employees/Staff-No costs incurred in travel between the home address of a staff member and their normal place of work will be reimbursed. For these purposes 'normal place of work' also includes a location different to their home address but which a staff member chooses to travel from or to at the beginning or end of their working day.
- b. Volunteers-Where there is a need for a chaplain to attend a workplace up to 15 miles from their home, then travel costs may be paid if the volunteer would be significantly out of pocket. Subject to local circumstances this may mean that trips under 5 miles are not usually considered for reimbursement.

An agreement on the means of travel, appropriate rates, amounts of travel must be agreed in advance by the Lead Chaplain / KWM Administrator and is dependent on funds being available. Travel over 15 miles to a routine chaplaincy would not normally be paid at full rates.

The agreement may be that KWM will only pay for (say) two trips a month even though the volunteer usually attends weekly.

- c. Volunteers who normally get free bus travel, who on occasion need to attend their chaplaincy before 09:30 may claim bus fares when agreed in advance.
- d. Volunteers may claim expenses to KWM committee meetings but not to the Annual General Meeting.
- e. Travel logs must be kept, including the date of the journey, reason for the journey, number of miles travelled, and details of where the journey was to and from.
- f. Mileage will normally be reimbursed at the HMRC approved rate for full vehicle costs (currently 45p a mile for the first 10,000 miles).

3. Equipment

KWM may provide/reimburse expenditure for personal Health & Safety equipment, badges, business cards, IT costs etc for staff and chaplains where other funding is not available and when agreed in advance.

4. Conferences/Courses/Meetings

- a. Where attendance at a course, conference etc. is agreed with the line manager as necessary for an individual to carry out their duties then the agreed costs of travel, accommodation and subsistence will be reimbursed.
- b. Travel should be by the cheapest practicable means which will usually be coach, second class rail or equivalent
- c. When individuals are entitled to claim the cost of meals taken en route.
 - i. Day subsistence allowance (lunch) - £5.00
 - ii. Day subsistence allowance (lunch and dinner) - £15.00
- d. Bed and breakfast accommodation should be modest but comfortable and reasonably close to the event venue, taking account of the method of travel.

5. Telephones

- a. Individuals who are required to make business calls on their home or mobile telephones must attach the appropriate bill to the staff expenses claim form with the relevant business calls highlighted and only these will be reimbursed.
- b. If an individual only has a Pay-as-you-go contract, then agreement may be made with the Lead Chaplain/KWM Administrator to reimburse a top-up of pre-agreed value at a pre-agreed frequency

6. Hospitality

- a. Necessary costs of being hospitable will be reimbursed on production of receipts and the following information must be shown on the claim form:
 - the name(s) of attendees, the organisation(s) which they represent,
 - the purpose of the hospitality (for example, “negotiation of contract”).
- b. Any other expenses that occur must be explained, with a maximum expenditure of £50 per item. Expenditure over this level must be discussed with a manager and prior approval sought.

7. Expense Claims

- a. The Expenses Claims Form must be completed in full and receipts must always be attached in order for expenses claims to be authorised.
- b. Receipts, tickets or other proof of expenditure, should be obtained for all claims other than mileage.

8. Mileage Rates

The following rates apply in line with current HMRC limits

(see <http://www.hmrc.gov.uk/payerti/forms-updates/rates-thresholds.htm#8>)

	Upto 10,000 miles/ year	over 10,000 miles/year
Cars	45p/mile	25p/mile
Motorcycles	24p/mile	24p/mile



KWM Annual Expenses agreement

Period _____ to _____

For _____

Authorised by _____ for KWM

Travel to Chaplaincy / Workplace		
Travel to Meetings / Conferences/ Training		
Travel to AGM	Not allowed	
Travel to Other KWM events		
Telephone		
Entertainment		
H&S Equipment		
Badges/Business Cards		
Other		

_____ date_____



9. GDPR statement

Please note:

Kent Workplace Mission will hold the information that you have provided above about you as a Chaplain/Trustee.

We will hold your data securely for the administration of your chaplaincy/Trusteeship. It will be destroyed within 18 months of our last dealing with you, unless longer periods are required by law.

Your data may be exchanged, electronically or on paper, with your church or denomination, our safeguarding advice service and to process DBS checks, when required, on our behalf, or the business/organisation where you are chaplain (e.g. Bluewater, Port of Dover, ASDA).

Complaints

We hope that you will not need to, but if you do want to complain about our use of personal data please send an email with the details of your complaint to admin@kentworkplacemission.org. We will look into and respond to any complaints we receive.

You also have the right to lodge a complaint with the supervisory authority about an alleged infringement of data protection law. The Information Commissioner's Office ("ICO") is the UK data protection regulator/supervisory authority. For further information on your rights and how to complain to the ICO, please refer to the [ICO website](#).





ASSOCIATE CHAPLAIN RECORDS

Associate Chaplains

- 1 As an Associate Chaplain you are a Member of KWM.
- 2 Membership is free to anyone completing an Associate Chaplain Application and returning it to the KWM Administrator and who is in good standing as a chaplain with a recognised organisation.
- 3 The means of communication with Members and Chaplains is via e-mail unless specific arrangements are made (including possibly offsetting the extra costs).
- 4 The KWM Administrator shall maintain a list/database of current Members and Chaplains by type (individual, corporate, trustee, etc.).
New Members and Associate Chaplains are reported to the Ops Group. A full list shall be presented annually at a trustee meeting at least a month before the AGM (in line with KWM-01-Policies).
- 5 The KWM Administrator shall set up a routine to email/write to Members and Associate Chaplains at least four times a year with a newsletter/link to the website.
- 6 The application form is on page 2 of this Procedure.



Associate KWM Chaplain Application

Title:	
Name:	
Address:	
Date of Birth:	/ /
e-mail:	
Telephone:	
Denomination:	
Contact details for the management in your current chaplaincy organisation:	
How did you hear about KWM?	
Place of Relevant Chaplaincy:	
Are you insured by your place of chaplaincy?	

Chaplains and Members agree to support the Ecumenical principles of Kent Workplace Mission and the ethos of Workplace Chaplaincy.

Chaplains and Members will receive newsletters, Annual Reports and other communications by e-mail.

Chaplains and Members are entitled to vote at the General Meetings of the Charity and to propose or stand as Trustees.

Please return by email to: admin@kentworkplacemission.org
or
Kent Workplace Mission
c/o Larkfield Methodist Church
New Hythe Lane, Larkfield
Aylesford ME20 6PN

Please note:
Kent Workplace Mission will hold the information that you have provided above about yourself securely for the administration of your membership. It will be destroyed within 18 months of our last dealing with you, unless longer periods are required by law.

Complaints
We hope that you will not need to, but if you do want to complain about our use of personal data please send an email with the details of your complaint to admin@kentworkplacemission.org and we will look into and respond to any complaints we receive.

You also have the right to lodge a complaint about an alleged infringement of data protection law to The Information Commissioner's Office (ICO), UK data protection regulator/supervisory authority. For further information on your rights and how to complain to the ICO, please refer to the ICO Website.



PLACEMENT RECORDS

Placement Students

- 1 KWM will retain your details while you are on placement with us. Please complete this form and return it to the KWM Administrator.
- 2 If you would like to become a member of KWM to stay in touch with us, we will retain your details on our database. Membership is free to anyone who would like to join.
- 3 If you become a KWM chaplain, you will be required to complete a full application form (please contact the KWM Administrator.)
- 4 If you become a member, we will communicate with you via e-mail unless specific arrangements are made. Other methods may incur extra costs. The Administrator will email/write to members at least four times a year with a newsletter/link to the website.
- 5 KWM's Operations Group is notified of all new members, and a full membership list is presented annually at a trustee meeting at least a month before the AGM (in line with KWM-01-Policies).



Placement Application

Title:	
Name:	
Address:	
Date of Birth:	
e-mail:	
Telephone:	
Denomination:	
How did you hear about KWM?	
Nature of Placement (eg 2 nd year Trainee Ordinand/Post Ordination CMD)	
Date range of Placement:	
No. Hours:	
Training College (if any)	
Name of Course/College contact:	
Is a formal report expected after placement? If so, please attach format.	
Does the College insure you during your placement?	
Are you willing for the College to share your DBS/SG training status?	
Is the College willing to share your DBS/SG training status?	



Placement Students agree to support the Ecumenical principles of Kent Workplace Mission and the ethos of Workplace Chaplaincy.

I would like to become a KWM member.

Members will receive newsletters, Annual Reports and other communications by e-mail.
Members are entitled to vote at the General Meetings of the Charity and to propose or stand as Trustees.

Please return by email to: admin@kentworkplacemission.org

or

Kent Workplace Mission
c/o Larkfield Methodist Church
New Hythe Lane, Larkfield
Aylesford ME20 6PN

Please note:

Kent Workplace Mission will hold the information that you have provided above about yourself securely for the administration of your placement. It will be destroyed within 18 months of our last dealing with you, unless longer periods are required by law.

Complaints:

We hope that you will not need to, but if you do want to complain about our use of personal data please send an email with the details of your complaint to admin@kentworkplacemission.org and we will look into and respond to any complaints we receive.

You also have the right to lodge a complaint about an alleged infringement of data protection law to The Information Commissioner's Office (ICO), UK data protection regulator/supervisory authority. For further information on your rights and how to complain to the ICO, please refer to the ICO Website.



MEMBERSHIP RECORDS

Members

- 1 Membership is free to anyone completing a Membership Application and returning it to the KWM Administrator.
- 2 The means of communication with members is via e-mail unless specific arrangements are made (including possibly off-setting the extra costs).
- 3 The KWM Administrator shall maintain a list/database of current members by type (individual, corporate, trustee, etc.).
New members are reported to the Ops Group.
A full list shall be presented annually at a trustee meeting at least a month before the AGM (in line with KWM-01-Policies).
- 4 The KWM Administrator shall set up a routine to email/write to members at least four times a year with a newsletter/link to the website.
- 5 The application form is on page 2 of this Procedure.
- 6 Denominational Church leaders and Denominational contacts are de facto members.
- 7 Churches or businesses making regular donations are associates and receive communications but have no voting rights.
- 8 Trustees must be members.



Membership Application

Title:	
Name:	
Address:	
Date of Birth:	/ /
e-mail:	
Telephone:	
Denomination:	
How did you hear about KWM?	

Members agree to support the Ecumenical principles of Kent Workplace Mission and the ethos of Workplace Chaplaincy.

Members will receive newsletters, Annual Reports and other communications by e-mail.

Members are entitled to vote at the General Meetings of the Charity and to propose or stand as Trustees.

Please return by email to: admin@kentworkplacemission.org
or
Kent Workplace Mission c/o Larkfield Methodist Church New Hythe Lane, Larkfield Aylesford ME20 6PN

Please note:

Kent Workplace Mission will hold the information that you have provided above about yourself securely for the administration of your membership. It will be destroyed within 18 months of our last dealing with you, unless longer periods are required by law.

Complaints

We hope that you will not need to, but if you do want to complain about our use of personal data please send an email with the details of your complaint to admin@kentworkplacemission.org and we will look into and respond to any complaints we receive.

You also have the right to lodge a complaint about an alleged infringement of data protection law to The Information Commissioner's Office (ICO), UK data protection regulator/supervisory authority. For further information on your rights and how to complain to the ICO, please refer to the ICO Website.



Digital Media Guidelines

Introduction - In this document, the phrase “digital media” is understood to mean video, audio, graphic (images) or text content that can be transmitted over the internet or computer networks; this includes but is not limited to blogs, social media, emails, text messages, podcasts, pictures and videos. This protocol has been written as a result of the exponential growth in use of digital media, and it is deliberately all-encompassing.

Digital media is fundamentally changing the way people work and engage with each other, clients and partners. Digital media is interactive, conversational and open-ended. It is faster, cheaper and arguably more widely available than traditional media but our understanding of confidentiality, responsibility and Christian witness must remain the same. It may be in the interest of KWM, and the wider Church, to be aware of and participate in this sphere of information, interaction and idea exchange.

All KWM stakeholders must always take care to preserve the integrity and reputation of KWM and the wider Church. At all times be a good ambassador for Christ, the Church and your part in it, whether online or offline. Try to add value. Provide worthwhile information and perspective. The Church is best represented by its people and what you publish may reflect on not only KWM or the Church, but also Christianity as a whole.

If any person is in any doubt or needs further clarification on the use of digital media, they should contact the Team Support Coordinator, or a member of the Operations Group.

Paid employees who deliberately fail to take KWM’s Policy in to account may face disciplinary measures.

Authorship - KWM regards digital media as a form of communication and relationship among individuals and/or organisations. Only those officially designated by the Trustees or Operations Group have the authorization to speak on behalf of KWM. Therefore, if you comment (in your own post or via a comment on another’s) on any aspect of the Church or KWM you must clearly identify yourself and your involvement with KWM, paid or not, and include a disclaimer that the views are your own, not those of KWM or the Church. Should the comment be about a hobby or non-work-related topic then there is less potential for professional bias and hopefully no conflict of interest. For example, in your own post, the following standard disclaimer should be prominently displayed: "The postings on this site are my own and don't necessarily represent the views of Kent Workplace Mission". If a site does not afford you enough space to include



this full disclaimer, you should use your best judgment to position your comments appropriately. Title your work appropriately to reflect authorship; posts may carry a title referring to the individual posting on the site but they may not carry a title implying the views belong with the individual's job (e.g. "A Day in the Life of Ella Sibley" is acceptable, but "A Day in the Life of Bluewater's Lead Chaplain" is not).

Please be clear about who you are. When discussing topics relevant to the Church or KWM you must use your real name. If you have a vested interest in something you are discussing, be the first to point it out. If you make a mistake, be the first to point it out.

KWM trusts and expects paid employees and volunteers alike to exercise personal responsibility whenever they participate in digital media. This includes not violating the trust of those with whom they are engaging. Neither paid employees nor volunteers should use digital media for covert marketing or public relations. Transparency is important because it can be potentially damaging if an employee or volunteer is discovered trying to deceive others. The impact can be on the reputation of the individual, KWM or the Church in general.

Protect yourself and your privacy. What you publish will be around for a long time, so consider the content carefully and also be judicious in disclosing personal details. Take care to understand a site's terms of service. The lines between public and private, personal and professional are blurred in digital media. By virtue of identifying yourself as an employee or volunteer with KWM within a social network, you are now connected to your colleagues and the global Christian community. You should ensure that content associated with you is consistent with your work and the Christian values of love, tolerance and forgiveness.

Confidentiality - The blurring of the boundary between public and private is probably more of a concern to older generations than the younger. Younger people have grown-up in an environment of online sharing, where they may well publish "moans and groans" about teachers, parents, friends or society via digital media, whereas in the past, these things may have been restricted to a private conversation. Whilst one group may struggle to understand why private information is being shared so publicly, the other may regard it as normal. This may create tensions which will need understanding, especially with young people.

Respecting confidentiality should not be problematic in this new area. The existence of digital media does not change the Church's understanding of confidentiality. Within the life of the Church, there are private or closed meetings, private conversations and confidential matters. All involved have a right to

expect others will respect that confidentiality. Breaking confidentiality in social media is as wrong as it would be in any other context. If a confidence is broken, it can spread via digital media with alarming speed and will be impossible to retract. It may be prudent therefore, to ensure those attending sensitive meetings or briefings understand the restrictions placed upon the sharing of that information. Finally, do not cite or reference individuals without their approval. If telling a story about a third party, ask yourself, “is this my story to tell?”

Over-sharing - Linked to the confidentiality issues above, you may be concerned that someone you know has “over-shared” (shared too much information online). Remember that everyone has different boundaries for this, and you should only venture to advise someone if you believe that they are in danger (e.g. they’ve shared information about their holiday dates publicly, exposing their home to potential theft), have broken a law (e.g. a copyright law by sharing an image that belongs to someone else) or have broken the rules of a group, workplace, organisation etc. that they are a member of (e.g. complaining publicly about their workplace instead of discussing with a line manager). If you believe someone has “over-shared” online, then approach them sensitively and tactfully and preferably in person. Of course, you must also be careful that you don’t over-share via digital media either.

Respect When Offline - The core purpose of meetings such as the Operations Group or the Trustees is to reach decisions for the benefit of KWM and its wider mission. All participants in meetings owe it to others to give proper attention to the matters at hand as a matter of courtesy, be open to views presented by others, and be open to God. Participants should not be preoccupied by anything else, such as engaging in digital media. A natural break in proceedings offers those who must the opportunity to re-engage with the wider world via digital media. This principle applies to any meetings you may be involved in, particularly if you have been invited as a guest. If you need to have your phone to hand (for example, if expecting an urgent phone call or message) then politely explain this to others at the start of the meeting.

Friends and Followers - Digital media sites are often based around the idea of “friends” or “followers”. Depending on the privacy settings selected, postings can be viewed by a select audience or by the world. Some people have high friendship or follower figures as a goal and they may therefore befriend others who in real life would not be actual friends. It is very important for users to consider the capacity in which they respond. If the response is a professional one, responding via the social networking site may not be the most appropriate course of action. It may be better to arrange a professional interview to deal with the issue.

Good Humour - Humour can be a very important part of any conversation. Face to face, visual clues help determine the humour, but online, these cues are missing, and a joke may be easily misinterpreted. Make sure it is clear if you are joking and remember that it is not acceptable to pass off intentionally offensive remarks as, “only a joke”. Humour is great but may not be used to exclude, bully or offend.

Copyright Law - Respect copyright. For the protection of others and well as yourself, it is critical that you show proper respect for the laws governing copyright and fair use of copyrighted material owned by others, including KWM logos and material, and the Churches’ own copyrights and brands. This includes material from other websites. You should never quote more than short excerpts of someone else's work and always link back to the original source, whether it be text, audio, video or images.

Defamation/Libel Law - Do not expose yourself to prosecution under defamation/libel law. Libel means “defaming”, i.e. damaging someone’s reputation, in a “permanent” form, i.e. written or broadcast. An online comment is potentially libellous in England and Wales if it damages someone's reputation "in the estimation of right-thinking members of society". It can do this by exposing them to "hatred, ridicule or contempt". It is a civil offence. These rules also apply when you share or forward someone else's message or comment, as this can be seen as an endorsement. You can also be sued even if you do not name a person in a defamatory statement, so long as person you are talking about can be identified from what you have said. ¹

Safeguarding - Make yourself aware of the existing KWM safeguarding policies and follow them at all times, whether online or offline.

Use Your Best Judgment - remember that there are always consequences to what you publish. If you're about to publish something that makes you even the slightest bit uncomfortable, review the suggestions above and think about why that is. If you're still unsure, and it is related to KWM matters, please discuss it with your line manager or one of the Operations Group. Ultimately, however, you have sole responsibility for what you post via digital media.

Don't Forget Your Day Job - You should make sure that your online activities do not interfere with your job or commitments to the wider Church community.

¹ This section is a paraphrase from <http://www.bbc.co.uk/webwise/0/22718822>, downloaded on 13/11/2017

These guidelines are based upon the Diocese of Rochester’s Social Media Guidelines, which can be found at <http://www.rochester.anglican.org/communications/guidance/social-media-guidelines> downloaded on 23/11/2017

