**Section 1 – Recruitment**

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Introduction

This section is about helping you to recruit both paid employees and volunteers. Before commencing recruitment for a particular post it is important to think through the role itself, what you are looking for, the funding you have available and the process best suited to achieving your aims. This guide will provide you with information on legal requirements and best practice.

Before progressing with the recruitment stage you need to consider the funding available and how long it is available for. Based on the money available, will the post be full time or part time and what salary will you offer the employee. It is important to think about whether the post can be completed within the number of days/ hours you are able to afford, if it is not possible you may need to adjust your expectations. Likewise, consider the salary you are able to offer the post holder and your expectation of that person. Think about whether the skills and experience you require match what you are able to pay them.

If you do not already employ staff, by embarking on the recruitment process you will shortly be becoming an ‘employer’ it is therefore important that you read the other associated guides available with regard to employing people, your key considerations will be to ensure you are registered as an employer with HMRC and you are aware of the necessary legal obligations with regard to equality, health and safety etc.

Ensure you begin preparing in plenty of time, the recruitment process can often take several months from designing the job description, advertising, interviewing and notice periods so you will need to ensure you take into account your deadline for when you need to have someone in post.

**Please note: This guidance pack should be read in conjunction with the current Safer Recruitment Policy which can be found on the Diocesan website.**

Step 1 - Job Description

(See Appendix 1 – Template Job Description)

(See Appendix 2 – Template Children and Young People Job Description)

The objective of the job description is to provide details of the purpose of the job and the main duties of the job. When writing a job description you should think about the following questions:

* What is the job for?
* What does it contribute to the parish aims and objectives?
* How does it fit into the parish structure?
* What are the main duties, responsibilities/accountabilities?
* Consider what ‘eligibility group’ the role falls into (See Safer Recruitment Policy)

The format of the job description should include at least the following information:

* Job Title
* Grade (if applicable)
* Reporting line
* Job purpose
* Duties/Responsibilities
* Skills, experience and competencies required to fulfil the role
* Does the role have an occupational requirement for the post holder to be a practising Christian (see section on ‘Genuine Occupational Requirement’)
* What ‘eligibility group’ does the role fall into under the Safer Recruitment Policy?
* Does the role require the post holder to have a DBS check (See section below on DBS check and the Safer Recruitment Policy)
* It is also useful to date the job description so that you know when it was last updated.

Job descriptions for roles in groups 1-4 within the Safer Recruitment Policy should contain an explicit statement as follows:

*“The church takes the safety of everyone within the church very seriously and expects that everyone will work within the church safeguarding policy. In particular, the church expects anyone who becomes aware of a safeguarding risk or of actual abuse, to immediately raise this with their manager of safeguarder” (Amend roles as applicable to you).*

It is important to remember that the job title should describe the function of the job and whether or not it is a managerial position. People applying for the position from outside should have a good indication of what the job is from the job title.

The job purpose section of the job description should come first to give the reader an overview of the role, however it may be useful to write this after you have listed the main duties and responsibilities as this will help you to clarify the job purpose. Here are some examples of what could be included in the job purpose:

* ‘Support the local community by planning and delivering an engaging holiday club for school age children’
* ‘Manage the funds of the parish ensuring that all financial responsibilities and future projects are accounted for’

The main duties of the job should then be listed. It is helpful to construct these sentences using a verb to highlight the principal activity:

* Plan…
* Supply…
* Develop…
* Provide…
* Advise…

You should also think about whom this post holder will need to work closely with and who the role supports and incorporate this information. It is important to remember that the job description should not just be a list of jobs but should represent what the post holder is accountable for.

The skills and experience required of the post holder should then be listed to let potential candidates know what they will need, including behavioural attributes to be successful in the role. To help you do this you may wish to develop a person specification which is typically in table format and indicates the ‘essential’ and ‘desirable’ required of a number of different element, for example:

|  |  |  |
| --- | --- | --- |
|  | Essential | Desirable |
| Qualifications | *GCSE grade A-C in Maths and English* | *Evidence of further professional development relevant to the role (e.g. secretarial, touch typing)* |
| Experience | *Experience working in an administrative/ secretarial role* | *Experience of providing administrative support in a similar not for profit organisation* |
| Skills and abilities | *Able to work on own initiative*  *Experience of co-ordinating events and meeting deadlines*  *Able to communicate effectively with a variety of people* | *Proven experience of managing an event to completion including leading others* |
| IT skills | *Working knowledge of Microsoft office* | *Experience using Excel for accounting/budgeting purposes* |

You do not have to fill every box if it is not applicable and you may add more elements to the left hand column as appropriate to the role. This will provide you with a useful tool when shortlisting and interviewing candidates, and provide the basis for writing the ‘Skills and Experience’ section and identify any specific competencies required.

You also need to be careful not to require any ‘essential’ qualities which could be deemed as discriminatory, for example; requiring a minimum of 5 years’ experience in a particular area could rule out a young person who otherwise has the skills, qualifications and relevant experience to fulfil the role.

**Genuine Occupational Requirement**:

(See Appendix 3 – Religious discrimination legislation)

The equality Act 2010 allows for a job to have a Genuine Occupational Requirement (GOR) for the post holder to belong to a particular faith where the duties of the post require it. In order for an occupational requirement to exist the faith element of the role should be ‘determining and proportionate’ this means you must be able to show that being of a specific religion or belief is a central requirement of the job and not just one of many relevant factors

When considering applying such a requirement you must look at each post individually both in terms of the duties of the job and also the context in which it is carried out.

You should consider whether there are alternatives to applying an occupational requirement. For instance, if only a small part of the job needs someone of Christian faith then it may be possible to redistribute work or re organise roles in such a way as to avoid applying a religious requirement to a particular post.

You can reasonably expect your staff to keep the values and culture of the church and should bear in mind that people may be able to maintain those values and culture without actually belonging to a particular religion or belief.

Where a decision has been made that the job must be performed by a Christian, the job description should show this by using wording such as; *‘An occupational requirement exists for the post holder to be a practising Christian in accordance with the Equality Act 2010’ This* should also be stated within any job adverts placed and discussed at interview stage.

Step 2 – Advertisement

(See Appendix 4 – Sample advert)

(See Appendix 5 – Sample Children’s and Youth work advert)

Once you have a comprehensive job description, you will need to think about the best way to attract the best quality candidates. It is important to think about the requirements of the job and the specific attributes and skills the applicants must have. Often potential candidates will become known to you through friends, family or colleagues and whilst this is a useful source for recruiting staff there are limitations in seeking to recruit someone you know, for example if they are unsuccessful at recruitment stage or things do not work out in their probation period, this can be difficult to deal with. Therefore you will need to balance the limited choice of applicants vie using an internal source versus the obvious cost implications of advertising externally and select the best sourcing/advertising methods to attract the most suitable candidate.

You should also be careful when advertising through internal sources, not to contravene the provisions of the Equality Act. If your personal contacts/congregation are disproportionately of a particular race or gender for instance, such a method could make it difficult for a varied profile of candidates to apply for the position. Therefore this method should be in addition to rather than instead of wider methods.

There are a variety of advertising methods available including:

* Local Shops/Newsagents
* Post Office
* School or Village hall notice boards
* Local paper
* Job sites
* Email networks and online social media
* Relevant national publications (e.g. Church times, Youthwork magazine)

Recruitment advertisements can be quite expensive; therefore it is important to select the publication or website appropriate for the type of candidate you are looking for. Printed publications are usually more expensive but will tend to reach a local audience, however job sites are much cheaper, the advert will usually remain online longer and many people now are using the internet as their sole method for job hunting.

When you have decided the best place to advertise, you should phone and ask for a quote, you need to ask about the size of the advert, number of words, cost for black and white or colour, how long the advert will be posted and distribution locations. If the advert cost is more than you were hoping to pay, any of these things could be negotiated to reduce the cost of the advert.

When writing an advertisement it is important to give a brief but detailed account of the job whilst ensuring it is not discriminatory in any way. The advert should be eye catching and appealing to the type of person that you are trying to attract. An advert should allow the reader to select or deselect themselves as a potential candidate for the role, the better the advert does this will help minimise the number of unsuitable candidates applying. It is useful to look through job papers, magazines and websites at similar roles to get an idea of what adverts are being placed. This will also provide you with an indication of the job market in relation to your role and salaries/benefits being offered and whether what you are offering and the content of your job is realistic.

**Legal considerations:**

• When placing an ad, always make sure that you do not discriminate against anyone in the process on the grounds of age, sex or race. This can be positively or negatively, for example ‘We want a keen young trainee’ would be age discrimination. ‘Man needed for heavy lifting’ would be sex discrimination. You can only actively discriminate if the characteristic which you require is truly relevant to the job, for example; ‘female security officer required to conduct searches on women’.

• You should ensure your advertising does not break the law. For example, advertising a job with a salary of £5 an hour would be illegal (minimum wage law) as would advertising a job where people were expected to work continually for more than 6 hours with no breaks (working time directive).

When deciding a closing date for applications you will need to think about the printing deadlines and dates and how long it will take someone to complete an application e.g. to contact you, receive an application pack, complete and return.

You may also wish to include an interview date on your advert; this will ensure candidates applying can make themselves available for that day. Ensure you allow yourself enough time to shortlist and liaise with any others about the shortlist selection.

Don’t forget to include details of how candidates can apply and who they need to contact.

Step 3 – Application Pack

(See Appendix 6 – Sample Application form)

(See Appendix 6a – Sample References form)

When someone wishes to apply for your vacancy in response to the advert you should have an application pack prepared to send out to candidates.

It is preferable to send out an application form to be completed rather than accepting CVs, as information can be omitted from a CV, whereas it is necessary to answer all the questions on the application form. It is also useful when you come to shortlisting candidates, as if they are all responding to the same question it makes it easier to benchmark.

Care should be taken when designing your application form to ensure that any discriminatory or unnecessary information is not collected. For example it is not necessary to know a person’s age when considering them for a position; therefore you should not ask for their date of birth until they have been offered the position. Similarly, it is not necessary to collect referee information from all candidates. The references form (see Appendix 6a) can be given to the candidates invited to attend an interview. Consider the questions you wish to ask on the application form, and how candidates will be able to show you they have the necessary skills and experience to be considered.

Your application form should ask employees to confirm their right to live and work in the UK as you will need to undertake checks prior to an appointment in order to fulfil the requirements of the UK Border Agency.

As a bare minimum this should include an application form and job description. However some employers use this as an opportunity to ‘sell’ the organisation/ position to a potential candidate and why they should work for you, therefore you may wish to include further information about the church, projects, salary and any benefits. This will help you to attract the best possible candidates. It is also a good idea to include a cover letter or email containing the closing date and relevant contact details.

You should also consider developing a Mission, Ethos and Values statement to send with your application pack. Whilst not all posts will have a Genuine Occupational requirement for the post holder to be a Christian, all potential candidates must be able to uphold the values of the church.

(See Appendix 7 – Diocese Ethos & Values Statement)

Step 4 - Selection Process

Once the closing date has passed, all the completed applications should be given due consideration. You will need to decide who will be reviewing the applications and shortlisting; this should be someone who is making the final recruitment decision. Best practice would be for two people to conduct the shortlisting exercise; this will demonstrate an unbiased approach but reduce subjectivity by not involving too many people.

It would be useful to draw up a shortlisting table using the person specification taking the essential and desirable skills and using a tick box exercise to benchmark the candidates against one another. Those selected for interview should meet the essential criteria. If you have a high volume or very high calibre of applicants you may wish to also use the desirable criteria.

Once a decision has been made, letters or emails should be sent out to the candidates who have been selected for interview and the date, time and location that you would like to see them. It is a requirement of the Equality Act that interviews are accessible for candidates so you will need to ask candidates to notify you of any special requirements for the interview. You should also include some information about what the interview will involve and how long it is expected to last. You should ask any candidate invited to interview to complete a References Form (see Appendix 6a). You may also wish to ask candidates to bring their passport to the interview, so that you can fulfil UK Border Agency requirements before any offer is made. (See Appendix 8 – Invite to interview template letter)

Finally, you will need to write to the candidates who have not been shortlisted for the position, thanking them for their interest. If you had a high volume and as a result are rejecting strong candidates, you may wish to include in your letter or email that whilst they have been unsuccessful on this occasion, you will retain their details and may contact them in future about any suitable vacancies. This means that if your first round of interviews are unsuccessful or the selected candidate doesn’t work out, you can revisit the other candidates. (See Appendix 9 – Not shortlisted template letter)

All candidate applications must be retained on file for a minimum of 6 months following the successful appointment; this includes any selection criteria you have used. In the event of an Equality claim for discrimination in your selection process, you will need to demonstrate a fair selection process.

Step 5 – Interviews

(See Appendix 10 – Example Competency interview questions)

**Planning the interview:**

If interviews are your chosen selection method, you first need to decide who will be conducting the interview, the Line Manager and a small panel of PCC members would be suitable. The interview panel should ideally consist of at least 2 people. It would also be a good idea for someone who knows what the job involves day to day to be available to speak to candidates on the day if they are not a member of the interview panel.

For Children and Young People appointments please contact the Diocesan Children and Young People’s Mission & Ministry team for assistance with the selection and interview process.

You will then need to draw up a list of questions prior to the interview, use the job description as your basis for this as you will need to ask questions which will establish their skills and ability in relation to the requirements of the job. It is important that all candidates are given the same opportunity in the interview therefore the same questions should be asked to each candidate. Additional probing questions may vary depending on what the candidate says. The questions should only relate to the person’s ability to do the job, details about their home life, age, marital status etc. are irrelevant. Should you get a disabled applicant for your job, try to ask questions about how you can help them to do their work in spite of their disability, rather than why the disability stops them doing it. Remember that if a candidate has a disability but is still the best person for the job, you may be able to get a grant from the government in order to provide some reasonable workplace adjustments.

You may wish to include another exercise or activity as part of the interview, but consider this carefully as it needs to be relevant to the role and realistic to ask the candidates to complete, examples of this are an in-tray exercise or a presentation etc. If you choose to do one of these, ensure you have the resources and facilities available and you allow the candidate sufficient time. You will also need to ensure you have a clear ‘scoring’ mechanism for such an activity so that you can justify your decisions. You need to consider how you will administer such activities; ideally they should be done on the day prior to the interview in a controlled environment. This means you will be able to fairly assess each candidate’s performance of the task. It is also a good idea to ask the candidate about the activity in the interview, how did they find it, did they have enough time, would they have done anything different etc.

**Conducting the Interview:**

Interviews should be held in a quiet room where you will not be disturbed. Consider the layout of the room and what will best suit the style of interview and help in putting the candidate at ease. Ensure that a jug of water and glasses are available.

You will also need to ensure that any requirements requested by the candidate (in accordance with the Equality Act) have been met.

Ensure you allow sufficient time to conduct the interview and enough time between candidates in case an interview overruns. It is important to be prompt to start the interview on time to give a professional impression to the candidate.

One member of the interview panel should be designated as the note taker; the candidate’s responses to each question should be documented to allow you benchmark candidates accordingly.

The interview should start with a welcome, and all members of the interview panel should introduce themselves to the candidate. It may be best to begin with some background about the church/the role to put the candidate at ease. It is also recommended that any presentations or in tray exercises are completed first so that the candidate can relax into the interview afterwards.

Once you have asked your questions, you should give the candidate the opportunity to ask any questions they may have about the role. It is also a good idea to discuss hours of work and salary at this stage.

You may also consider showing the candidate around before or after the interview to give them a feel for church/office so that they can ask relevant questions.

Finish the interview by telling the candidate when you hope to make a decision by and when they can expect to hear from you.

**After the Interview:**

After the interviews have taken place the panel should discuss the suitability of the candidates. A decision will need to be reached objectively in relation to the job description and person specification. If you have used a ‘scoring system’ ensure that all members of the panel are clear about what they require from the candidate in order to meet the scoring criteria. All panel members should be in agreement.

If you are struggling to make a decision between two strong candidates you may wish to ask them both to return for a second interview. However you will need to be clear about what information is required and what you intend to achieve from the second interview.

Once you have reached a decision, a conditional offer can be made to the candidate, subject to satisfactory references and DBS check (if applicable). If no suitable candidate is apparent following the interviews, it is best to commence the recruitment process again, appointing the wrong person can cause more problems in the long run.

You should follow up a verbal offer to the successful candidate in writing with an offer letter and Statement of Terms (see separate employer guidance pack). You should also write to unsuccessful candidates informing them of your decision (See Appendix 11 – Regret Letter template)

All applications should be retained on file for a minimum of 6 months, however best practice is that notes from interviews held should be retained on file for 12 months.

Step 6 – Pre-Employment checks

**ID Checks – Immigration (different to DBS ID checks)**

The Immigration, Asylum and Nationality Act 2006 sets out the law on the prevention of illegal working.

The onus is on the employer to ensure that the prospective employee has the right to live and work in the UK.

There is UK Border Agency guidance on how to be certain that the employee has this permission whilst ensuring that your recruitment practices do not discriminate against individuals on racial grounds.

You are required to check and keep a copy of the documents to obtain statutory defence against conviction for employing an illegal worker. You should ask all your potential employees to provide one of the original documents in List A (below) or a combination of documents as listed in List B (below).

List A

* A passport showing that the holder is a British Citizen, or a citizen of the United Kingdom and Colonies having the right of abode in the UK.
* A passport or national identity card showing that the holder is a national of a European Economic Area (EEA) country or Switzerland. A residence permit, registration certificate or document certifying or indicating permanent residence issued by the Home Office, the Border and Immigration Agency, or the UK Border Agency to a national from a European Economic Area country or Switzerland.
* A permanent residence card or document issued by the Home Office, the Border and Immigration Agency, or the UK Border Agency to the family member of a national from a European Economic Area country or Switzerland.
* A passport or other travel document endorsed to show that the holder is exempt from immigration control, is allowed to stay indefinitely in the UK, has the right of abode in the UK, or has no time limit on their stay in the UK.

Once you have checked one of these documents there is no need to ask for any further documents contained in List B.

List B

You will need to see two documents from the combination list below:

Combination

* A document giving the person’s permanent National Insurance Number and name. This could be a P45, P60, National Insurance card, or a letter from a Government agency.

Plus one of the following documents:

* An Immigration Status Document (ISD) issued by the Home Office, the Border and Immigration Agency, or the UK Border Agency to the holder with an endorsement indicating that the person named in it is allowed to stay indefinitely in the UK or has no time limit on their stay in the UK;
* A full birth certificate issued in the UK, which includes the name(s) of at least one of the holder’s parents;
* A full adoption certificate issued in the UK which includes the name(s) of at least one of the holder’s adoptive parents;
* A birth certificate issued in the Channel Islands, the Isle of Man or the Republic of Ireland;
* An adoption certificate issued in the Channel Islands, the Isle of Man or Ireland;
* A certificate of registration or naturalisation stating that the holder is a British Citizen;
* A letter issued by the Home Office, the Border and Immigration Agency, or the UK Border Agency to the holder which indicates that the person named in it is allowed to stay indefinitely in the UK.

Please note that if the document check indicates a time limit on the individual’s right to work in the UK you must carry out a follow-up check every 12 months to ensure that the employee has retained that right. Where there is a limit to the employee’s right to remain in the UK a clause needs to be included within the employment contract that continued employment is on the basis that this right is retained.

Further information can be obtained from the guidance available on the UK

Border Agency website: http://www.ukba.homeoffice.gov.uk/

Please note: The above ID checks are different to those required for the DBS, although some documents required may be the same.

**Employment references**

(See Appendix 6a – Sample References Form)

(See Appendix 12 – Template Reference request letter)

Following interviews you should ask your preferred candidate to provide the names and contact details of their referees (see appendix 6a – References Form). You will need to have decided on your policy/guidelines for references. Good practice would be to ask for 2 or 3 referees including the current or most recent employer. For people employed in a regulated role you may choose to stipulate the references more closely to cover the last 5 years employment history. Best practice would always be to include the current or most recent employer. Whatever you decide must be applied consistently to all new recruits.

You will also need to determine when you intend to contact the references and your deadline for these being returned. You can stipulate that the employee may not start until all or at least one reference has been received or you could state that completion of their probationary period is subject to receipt of satisfactory references. Either way, you should inform the candidate when you will be contacting the referee’s, particularly their current employer in case they need to speak to them first.

Your reference request to previous employers should ask for the individual’s dates of employment, position held reason for leaving and comments on their ability to carry out the role you are offering them, for this reason you should also include a job description.

Many employers will only provide a reference confirming the job title and dates in they were employed. This is common practice in many organisations carried out for legal reasons and should therefore not be considered as a reflection of poor performance.

Some organisations will require written consent from the employee to provide a reference, in which case you will need to ask the candidate to put something in writing to this effect for you to forward to the previous employer.

It is usual practice to supply the referee with a stamped addressed envelope to return the reference; this is not only polite but ensures that the completed confidential reference is received directly by you, or the person who has requested it.

If a referee contacts you to provide a verbal reference, you should always ask them to follow up in writing. It would also be useful to take a note of your telephone conversation.

Where the offer or probationary period is subject to receipt of satisfactory references and this has been confirmed to the individual in writing, employment may be terminated on the grounds of a poor reference. However you need to be careful as to the nature of the reference and how it impacts their ability to do the job. You should seek further advice on a case by case basis from the Diocese office.

**Safeguarding & DBS Checks**

See ‘Safer Recruitment Policy’ on the Diocese website:

[Diocese of Rochester | Guidance - Safer recruitment (anglican.org)](https://www.rochester.anglican.org/safeguarding/guidance-safeguarding/guidance-safer-recruitment/guidance--safer-recruitment.php)

All candidates, irrespective of the role will need to be sent a self-declaration form to complete. The offer will be subject to completion of the self-declaration form, provided that only information about unspent convictions is requested. We have no right to ask for information about spent convictions in these circumstances under the Rehabilitation of Offenders Act 1974.

Where the role you are recruiting for is Regulated Activity or there is substantial contact with children and/or vulnerable adults a Disclosure and Barring Service check will need to be obtained. The Protection of Freedom Act 2012 states: ‘It is a criminal offence for an organisation to appoint a barred person to a Regulated Activity Role’. Any candidates for a role falling into groups 1 or 2 under the ‘Safer Recruitment Policy’ should be not be permitted to start work until the DBS check has been received and the candidate is approved for the work. Any offer of work is subject to completion of a self-declaration form (for all groups) and a clear DBS check (Groups 1 & 2) Please note: This applies to voluntary workers as well as paid employees.

The lead recruiter (previously known as; parish disclosure officer) will need to begin the DBS process online and generate a reference number and password to provide to the candidate so that they can go online to complete their personal details and provide you with the necessary ID to check

**Useful Links:**

Rochester Diocese Safeguarding policies and advice:

[Diocese of Rochester | Safeguarding (anglican.org)](https://www.rochester.anglican.org/safeguarding/)

ACAS:

[Advice | Acas](https://www.acas.org.uk/advice)

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