



INFORMATION AND WELCOME PACK

PARISH SAFEGUARDING

Introduction and Rationale for this Information and Welcome Pack	3
From the Chichester Diocesan Safeguarding Officer	4
Parochial Church Council (PCC)	5
Appointing a Parish Safeguarding Officer	5
Parish Safeguarding Officer (PSO)	6
First Steps on Your Journey as Parish Safeguarding Officer	7
Key Documents	10
Acronyms and Jargon	11
Appendices	13
Appendix 1 - Parish Safeguarding Officer Role Description	13
Appendix 2 - Model Questions to use when appointing a PSO	15
Appendix 3 - Model Parish Safeguarding Policy “Promoting a Safer Church”	17
Appendix 4 – Safeguarding Training List	19
Appendix 5 – Data Consent Form	20
Appendix 6 – Training Requirements for Church Roles	21

Introduction and Rationale for this Information and Welcome Pack

The work of overseeing safeguarding is one of the most supportive and important tasks undertaken by the Parochial Church Council (PCC). In this work we demonstrate safe caring for one another, and our commitment to the flourishing of all in a tangible way.

The Parish Safeguarding Officer (PSO) does not need to be a member of the PCC, but is the point of contact to champion safeguarding in the parish on behalf of the PCC.

When we say safeguarding is the responsibility of *everyone* in your parish, that's because it is a shared responsibility where we each play a small but significant part. No one should feel alone or overwhelmed with the ministry of safeguarding in our communities.

For this reason, we have designed this welcome pack to be used by PSOs, incumbents, PCCs and the whole Church community as appropriate and have tried to make clear the ways in which responsibilities are shared amongst these roles.

As Parish Safeguarding Officer (PSO) you may at times feel unsure about your role and it is our hope that this pack will help give you confidence and resources to allay your uncertainty.

Please ensure that this document is distributed to all Ministers and PCC members and perhaps arrange for it to be discussed as an agenda item at the next PCC meeting, so the contents are communicated and discussed and there is a shared understanding of safeguarding in your context. Thereafter we ask that each year, when your PCC formally adopts the Church of England Safeguarding policy you also take the opportunity to re-visit this document as a group as a mark of your ongoing commitment to Safeguarding.

Whilst fully appreciating that no two dioceses/parishes are the same, this welcome pack seeks to offer an outline of what the safeguarding/PSO journey might look like, with accompanying information and resources. Please replace any of our resources or documents with "live" ones from your own context. The hyperlinks provided in this document are to nationally agreed documents to support healthy safeguarding environments across the Church.

So, before we begin our journey, there are really only two things you need to know, and these

are all supported by the additional information you will find either in this document or signposted by it.

- This pack and so much more information, together with many individuals, is there to help you every step of the way – use it fully
- You have heartfelt thanks from those whose voices you may never know but who, by your efforts, are able to worship God and find community more safely in our settings.

National PSO Group 2024

From the Chichester Diocesan Safeguarding Officer

Firstly, we want to express our thanks to all those who take on this role in our parishes. Parish life is the heart of the Diocese and is the most important context to get our safeguarding right.

The Parish Safeguarding Officer role is a vital one – the “champion” of safeguarding in the parish. The Diocesan Safeguarding Team have been working very hard to make achieving high standards as straightforward as possible. We are acutely aware that parishes rely on volunteers! But we are also aware that there is a real determination across the Diocese to get safeguarding right.

The Parish Safeguarding Officer plays a key role in making good safeguarding happen at parish level and the dedication and commitment of PSOs across the Diocese is something we can all be extremely grateful for. Those of us in the Safeguarding Team know that we couldn’t do our job without you.

Colin Perkins

Diocese of Chichester Safeguarding Officer

Parochial Church Council (PCC)

Appointing a Parish Safeguarding Officer

Every Parish should have a PSO and it is the responsibility of the PCC to ensure this as far as possible. The guidance below outlines an approach to making the appointment.

1. As members of the PCC start by reading a copy of the Role Description for a PSO, available at [Parish Safeguarding Officer role description | The Church of England](#) and added as **Appendix 1** of this document.
2. At your next meeting (or you could convene a special meeting) discuss together the key points of the Role Description and who in your congregation might be able and willing to fulfil the role. Even if you wish to open up the vacancy to applications from the general congregation it is useful to have an idea of someone you might approach (people often need encouragement to put themselves forward but no one should feel pressured to apply for the role even if they have expertise in this area).
3. If you have identified possible candidates as a PCC, agree who will approach them – e.g. the incumbent or one of the Wardens
4. Once you have expressions of interest in principle, give the prospective candidates a copy of the role description to reflect upon and ask them to let you know if, having read this, they would like to be considered for the post. It is a good idea to give them a timeframe – so perhaps a week – to get back to you. Do assure them that if they were to take up the role they would be fully supported by the PCC, which holds overall responsibility and which will support the PSO to champion and promote safeguarding.
5. Whether you have one candidate or more than one they should undergo a safer recruitment process including completing an application form, supplying references, and being interviewed. Some members on the PCC will have undertaken the Safer Recruitment training, but if not, please refer to the information around recruitment in the Safeguarding E-Manual.

6. It is important to have a conversation with candidates, even if you only have one candidate and you know them well. It emphasises the importance of the role, shows due diligence and you may never have had a conversation about safeguarding in the parish with them before. The link above also offers some questions for interview/topics for conversation – but these are also available in **Appendix 2** of this document.

It is possible that you will have a strong candidate who would like to take the role, but is unsure if they have enough time to give. In this case, the role could be shared between two people.
7. Once the conversations have taken place and a decision made, the relevant DBS should be obtained (see [here](#) for more information) and the PCC should formally record the appointment and the Secretary should notify the Diocesan Safeguarding Team of the name and contact details of the appointee.
8. During the conversation you will have indicated the support that will be available to the PSO. You should now consider arranging an early meeting with them so they can agree next steps
9. If you are unable to appoint, you should agree a named person or persons from the PCC and ensure their name(s) and contact details are displayed in church and shared with the Diocesan Safeguarding Team.

Parish Safeguarding Officer (PSO)

The Parish Safeguarding Officer (PSO) is the person (or persons) appointed by the PCC to advise on and coordinate safeguarding across your setting in conjunction with your Diocesan Safeguarding Team. Whilst the PSO term is used throughout this document, it is acknowledged that the title may differ across settings.

First Steps on Your Journey as Parish Safeguarding Officer

Once you have accepted the role of PSO you may feel you need some help identifying the things you need to prioritise and engage with first and this is where your Diocesan Safeguarding Team and PCC will be able to guide you.

Diocesan Safeguarding Team

Please contact the diocesan safeguarding administrator directly as they will want to welcome and support you in your role.

- Fill out a Data Consent Forms (downloaded from our website [here](#) or see Appendix 5) so that the diocese can have your contact details on our Contact Management System. This is so you can receive newsletters and updates
- Check on the Safeguarding training requirements for your role (Appendix 6 or [here](#).) Most courses can be completed online in your own time via [The National Church of England Safeguarding Training portal](#), however for C2 Leadership training, you will need to book onto a course – there are both online or in-person courses available. Details can be found [here](#)
- Be sure to sign up to one of our regular zoom drop-ins. Details can be found [here](#)
- Make sure you have access to your Parish Dashboard so that you can be up to date on your parishes safeguarding compliance. Details on the Parish Dashboard are [here](#)

In Your Parish

There are a few early things to check and/or establish with your PCC.

1. If you are not a member of the PCC, you might discuss whether or not it would be good for you to be co-opted
2. Safeguarding should be a standing item on the agenda for all PCC meetings. If you are not on the PCC (either elected or co-opted) agree how this item will be championed – you might submit a written report ahead of the meeting or attend just for the Safeguarding item; This can be easily created from your Parish Dashboard (Action Plan), which will be explained to you by your Diocesan Safeguarding Team.

You can access a useful video for the Parish Dashboard [here](#)

3. Discuss with your incumbent or PCC how you will be introduced to the congregation.
This might be in church at the main Sunday service and/or via a Church Newsletter.
4. If your Church has a website, Safeguarding should be prominent on it. Ask for it to be updated with your details and check you are happy with what is there – if not ask the PCC to amend. For more guidance on what your website should look like from a Safeguarding point of view – click [here](#)
5. Make sure you have access to the Parish Safeguarding email address and ensure that you are not the only person who has access to it. There should be at least one other person who can access it. Don't use your personal email address for parish safeguarding purposes
6. Check with your incumbent and Diocesan Safeguarding Team if anyone has a Attendance Agreement in place and ask that this be discussed with you. These exist where there is someone who is a known potential risk and acts to identify safeguards around their Church activities. They are confidential documents and are only shared on a "need to know" basis. The Parish and Diocesan Safeguarding Team hold copies and these must be reviewed annually; you should be involved at each review.
7. Check there is displayed in church a copy of a poster showing your PCC has adopted and implements the House of Bishops policy "Promoting a Safer Church."
You can find this in the link below, together with other useful templates:
<https://www.churchofengland.org/safeguarding/policy-practice-guidance/templates-and-resources>
8. As part of "Promoting a Safer Church" your details as PSO should be displayed prominently in church and the poster mentioned above includes space for your information. You can also find a Parish Policy statement template in Appendix 3.
9. Check there is a Parish DBS (Disclosure and Barring Service) Lead Recruiter who ensures all those who need a DBS have one and liaise with them. If there isn't a separate DBS person you may be asked to undertake this role as well. All Parish Safeguarding Officers should have a DBS check. Check [here](#) for more information

10. There should be a record of who in your parish has undertaken required Safeguarding training. Check the list to see if necessary training has been completed and has not expired. Should you need to develop a list, appendix 4 provides a useful template you could adapt. If no such list exists, or if appropriate training has not been undertaken this may be a focus for the first PCC. Remember your Diocesan Safeguarding Team will be able to guide you as to how to access what is needed.

Key Documents

The Safeguarding E-manual can be found here:

<https://www.churchofengland.org/safeguarding/safeguarding-e-manual>

General Safeguarding Resources and Templates here:

<https://www.churchofengland.org/safeguarding/policy-practice-guidance/templates-and-resources>

Acronyms and Jargon

DBS	Disclosure and Barring Service. The organisation that carries out checks that help make safer recruitment decisions.
DSO	Diocesan Safeguarding Officer. The Diocesan Safeguarding Officer has responsibility in the diocese, independent of the bishop, for the leadership on and management of matters relating to the safeguarding of children and vulnerable adults
DST	Diocesan Safeguarding Team. The Diocesan Safeguarding Team, managed by the DSO, takes the lead responsibility for delivering safeguarding casework, training and development across the Diocese, working closely with parishes, senior clergy and other colleagues to ensure our churches are as safe as possible
Lead Recruiter/ Recruiter	Lead Recruiter. The person responsible to the PCC for the administration of DBS checks. They have access to 31:8 to be able to process new checks and view past DBS checks. Recruiters are additional people that can carry out DBS checks. To make changes to your Lead Recruiter or Recruiters, please contact the Diocesan Safeguarding team.
Local Ecumenical Partnerships (LEP)	Local Ecumenical Partnerships (LEPs) are formal agreements between two or more Christian denominations to work together, often involving the establishment of a single congregation or sharing of resources like buildings or chaplaincy services.
Parish Dashboard	Parish Dashboard is an online tool used by parishes to manage and monitor safeguarding compliance. It simplifies the process of tracking and meeting safeguarding requirements, making it easier for Parish Safeguarding Officers (PSOs), vicars, and other authorised users to see the current status of compliance at a glance. The dashboard typically uses a traffic light system (green, amber, red) to indicate compliance levels
PCC	Parochial Church Council. The PCC is the executive committee of a parish church, and includes all clergy attached to the church plus the two churchwardens, any lay workers, and several representatives of the congregation, who are normally elected for a period of three years. It meets roughly six to ten times a year and makes all major spending and strategy decisions together with the priest. PCCs are usually also charities, answerable not only to the Diocese through the Archdeacon but to the Charity Commission. Safeguarding is the responsibility of the PCC and it is the PCC that appoints a Safeguarding Officer for the Parish.
PSO	Parish Safeguarding Officer. The Parish Safeguarding Officer is the key link between the parish and the diocese concerning safeguarding matters. They will have an overview of all church activities involving children, young people and vulnerable adults, and will seek to ensure the implementation of safeguarding policy, including checking that all appropriate training has taken place. The role can be taken by one person or shared.

PTO Clergy	PTO Clergy stands for Permission to Officiate. It's a formal authorization granted by a diocesan bishop (or equivalent in other denominations) to a cleric, usually a retired or non-stipendiary priest or deacon, allowing them to perform certain ministerial duties within a specific diocese. This permission is not automatic and is granted based on various factors, including the cleric's standing, the needs of the diocese, and the bishop's discretion.
Thirty-One Eight (31:8)	Thirty-One Eight is the organisation we use to provide our DBS checks. Each parish has its own organisation number and provides Lead Recruiters and Recruiters access to their system to carry out a DBS check. They provide advice, resources and training to assist parishes with DBS queries.
Training Portal	The National Church of England's online learning portal has resources and online courses. For those that require safeguarding training for their church roles, courses can be found here.

Appendices

Appendix 1 - Parish Safeguarding Officer Role Description

The Parish Safeguarding Officer (PSO) is the **key link** between the diocese and a parish concerning safeguarding matters. The PSO is **appointed by** and **supports** the Parochial Church Council (PCC) in the delivery of its (the Council's) safeguarding responsibilities.

Person specification:

1. Willingness and aptitude to undertake the role, attend the relevant training and undertake their own development in the field of safeguarding.
2. Ability to challenge in an appropriate, supportive manner.
3. Ability to demonstrate why safeguarding is intrinsic to the Christian faith.
4. Ability to instigate and manage difficult conversations.
5. Ability to articulate the need for culture change with regard to safeguarding in the Church as a whole, and in particular in their parish community.
6. Ability to demonstrate an empathetic and objective attitude with integrity when dealing with possible allegations of abuse.
7. Ability to manage sensitive information and, where needed, understand confidentiality and data sharing.
8. The PSO should not be related to, or have a [conflict of interest](#), with the vicar / priest (or anyone acting on their behalf as an interim arrangement);
9. Willingness to declare and explore with members of the Parochial Church Council /Diocesan safeguarding team ways to manage any potential [conflicts of interest](#)

Role Description:

Exact responsibilities may differ between parishes and different areas, depending on local circumstances. For instance, some parishes have a “team” of PSOs who share responsibilities, whilst other areas have one PSO supporting multiple parishes.

1. Be familiar with the [Safeguarding e-manual | The Church of England](#) and how it is implemented in local practice.
2. Establish positive working relationships with the Diocesan Safeguarding Officer / Team.
3. Refer all safeguarding concerns to the Diocesan Safeguarding Officer / Team.
4. When someone is in immediate risk or needs urgent medical attention, report concerns to emergency services.
5. Discuss regularly with the parish priest / vicar and the PCC any emerging safeguarding issues and support them in resolving those issues.
6. Work with the Diocesan Safeguarding Officer / Team to determine which members of staff and volunteers need which level of training and when refresher training is needed and ensure that this is satisfactorily completed.
7. Have an awareness of all activities involving children and vulnerable adults, keep a record of them and assist with the safeguarding risk assessment of these activities.
8. Help facilitate discussions about what the parish sees as a safe culture, what the current barriers may be and how they might be resolved.
9. Support the PCC in the delivery of its responsibilities around safer recruitment and people management – for instance, by maintaining records, supporting recruitment, coordinating DBS applications (including updates to DBS status), and seeking advice from the Diocesan Safeguarding Officer / Team.
10. Ensure safeguarding contact details are displayed in all Church premises and on websites (where applicable);
11. Where appropriate, help the parish develop protocols to keep themselves and their visitors safe.
12. Contribute to relevant reports and meetings with a safeguarding perspective, to support the vicar / priest and the PCC in the delivery of their safeguarding responsibilities.

Appendix 2 - Model Questions to use when appointing a PSO

Below are examples of possible interview questions that can be used to explore the applicant's suitability for working with children, young people and/or vulnerable adults. They can be used, amended or substituted as required and in line with the role description. Whatever question/s you do ask, try and ask about personal experience and for real examples of working with and safeguarding children, young people and vulnerable adults.

<p>Motivations for working or volunteering with children, young people and/or vulnerable adults</p> <ul style="list-style-type: none"> • Why do you want to work/volunteer with children, young people and/or vulnerable adults? What is the main driver? • Can you give an example of something that you have done that demonstrates your commitment to working with vulnerable groups (i.e. children and/or adults experiencing, or at risk of abuse or neglect)? • What do you have to offer in support of children, young people and/or vulnerable adults? • What experience have you of working with children, young people and/or vulnerable adults? What has this experience taught you about yourself? • How do you motivate children, young people and/or vulnerable adults? • What do you consider to be your strengths/areas for improvement, specifically in relation to working or volunteering with children, young people and/or vulnerable adults? • Can you give an example of how children, young people and/or vulnerable adults have benefited from your input? •
<p>Emotional Maturity & Resilience</p> <ul style="list-style-type: none"> • Can you describe a time when you have been working with children, young people and/or vulnerable adults and your authority was challenged? <ul style="list-style-type: none"> ○ How did you react and how did you manage the situation? ○ How did you get things back on course? • Can you describe a time when you had to control a child or young person's behaviour? • Can you give an example of a person you have had particular difficulty dealing with? <ul style="list-style-type: none"> ○ What made it difficult? ○ How did you manage the situation? • Have you ever felt uncomfortable about a colleague's behaviour towards or ability to work with children, young people and/or vulnerable adults in a previous job or volunteering role? <ul style="list-style-type: none"> ○ What were your concerns? ○ What did you do? ○ How was the issue resolved?
<p>Values & Ethics</p> <ul style="list-style-type: none"> • What might be some of the safeguarding issues you may have to deal with in this role? • Can you give an example of a time when a child, young person or vulnerable adult behaved in a way that caused you concern? <ul style="list-style-type: none"> ○ How did you deal with that? ○ Who else did you involve? • How do you feel when someone holds an opinion which differs from your own? <ul style="list-style-type: none"> ○ How do you behave in this situation? • Can you describe how you would respect the background and culture of children, young people and/or vulnerable adults with whom you would work or volunteer?

- | |
|--|
| <ul style="list-style-type: none">• Can you give some examples of how you would contribute to making this Church body a safer environment for children, young people and/or vulnerable adults?• Can you give some examples of how you would provide kind, consistent and safe care? |
| Don't forget to: |
| <ul style="list-style-type: none">• Clarify any discrepancies or concerns you have from the candidate's application form.• Ask if they wish to declare anything that they haven't already disclosed to you:
"Do you know of any reason why you should not be working with children, young people and/or vulnerable adults? Are there any police or employment/volunteering matters outstanding which could affect your ability to take up this role?" |

The Parish of St-----

SAFEGUARDING POLICY PROMOTING A SAFER CHURCH

The following policy was agreed at the Parochial Church Council (PCC) meeting held on.....

In accordance with the Church of England Safeguarding Policy our church is committed to:

- Promoting a safer environment and culture.
- Safely recruiting and supporting all those with any responsibility related to children, young people and vulnerable adults within the church.
- Responding promptly to every safeguarding concern or allegation.
- Caring pastorally for victims/survivors of abuse and other affected persons.
- Caring pastorally for those who are the subject of concerns or allegations of abuse and other affected persons.
- Responding to those that may pose a present risk to others.

The Parish will:

- Create a safe and caring place for all.
- Have a named Parish Safeguarding Officer (PSO) to work with the incumbent and the PCC to implement policy and procedures.
- Safely recruit, train and support all those with any responsibility for children, young people and adults to have the confidence and skills to recognise and respond to abuse.
- Ensure that there is appropriate insurance cover for all activities involving children and adults undertaken in the name of the parish.
- Display in church premises and on the Parish website the details of who to contact if there are safeguarding concerns or support needs.
- Listen to and take seriously all those who disclose abuse.
- Take steps to protect children and adults when a safeguarding concern of any kind arises, following House of Bishops guidance, including notifying the Diocesan Safeguarding Adviser (DSA) and statutory agencies immediately.
- Offer support to victims/survivors of abuse regardless of the type of abuse, when or where it occurred.
- Care for and monitor any member of the church community who may pose a risk to children and adults whilst maintaining appropriate confidentiality and the safety of all parties.
- Ensure that health and safety policy, procedures and risk assessments are in place and that these are reviewed annually.

- Review the implementation of the Safeguarding Policy, Procedures and Practices at least annually.

Each person who works within this church community will agree to abide by this policy and the guidelines established by this church.

This church appoints _____ as the Parish Safeguarding Officer

Incumbent

Churchwardens

Date:

Appendix 4 - Safeguarding Training List

Sample Safeguarding Training List

It is important to keep a record of DBS and training renewal dates and below is an example of how this might be done. However, there is no one way to keep such a record and your Diocesan Safeguarding Team may be able to give you alternative templates.

Name <small>Blue indicates no e-mail</small>	Roles undertaken	DBS renewal due	Basic Awareness renewal due (if Foundations and Leadership not done)	Foundations renewal due (if Leadership not done)	Awareness Domestic Abuse renewal due	Safer recruitment & People management renewal due	Leadership renewal due
A. Churchwarden	Churchwarden, PCC member (Trustee), Reader, Intercessor, Cake stall	20/09/2028	Superseded	Superseded	20/02/2028	23/02/2027	09/12/2028
A. Volunteer	Holiday Club helper	30/06/2027	12/06/2027	12/06/2027			

DATA CONSENT FORM

Your privacy is important to us, and we want to communicate with you in a way which has your consent, and which is in line with UK law on data protection. Please fill in the contact details you want us to use to communicate with you **in BLOCK CAPITALS**:

Name:	
Salutation:	Mr / Mrs / Miss / Ms / Other
Role in Parish:	
Parish:	
Deanery:	
Address:	
Post Code:	
Email Address:	
Home Telephone Number:	
Work Telephone Number:	
Mobile Number:	

I consent to the Diocese of Chichester contacting me by (tick all that apply):

Post ☐

Telephone ☐

Email ☐

I agree to the Diocese of Chichester including my details in the Diocesan Database on the following basis:

Public:
Anyone with access to the Diocesan Database Can see your data

Diocese (default unless specified): ☐

Someone approved by the Diocese and in a recognised role in the Diocese can see your data ☐

Private:
Only staff at the Diocesan offices can see your data ☐

I wish to sign-up for the E-news **Yes** **No** (please indicate)

By signing this form you consent to the Diocese of Chichester holding and processing your personal data for the purpose of keeping you informed about news, events, activities, and services at the Diocese of Chichester.

Signed: _____ Dated: _____

You can grant consent to all the contact methods; one of the contact methods or none of the contact methods. Where you do not grant consent we will not be able to use your personal data (for example we may not be able to let you know about forthcoming services and events); except in certain limited situations, such as use for legitimate diocesan purposes as set out on our data Privacy Notice, where required to do so by law or to protect members of the public from serious harm. You can find out more about how we use your data from our Privacy Notice which is available from our website or from the Diocesan Office.

You can withdraw or change your consent at any time by contacting the Database and Statistics Administrator at Diocesan Church House, 211 New Church Road, Hove, East Sussex, BN3 4ED, tel: 01273 421 021, email: databaseadministrator@chichester.anglican.org. If you are registered on the online database, you can also update your contact details and preferences at any time through the database.

Please note that all processing of your personal data will cease once you have withdrawn consent, other than where this is required by law, but this will not affect any personal data that has already been processed prior to this point.

Appendix 6 - Training Requirements for Church Roles

Role	Basic	Foundation	Leadership	Safer Recruitment and People Management	Domestic Abuse
Licensed Clergy	✓	✓	✓	✓	✓
PTO Clergy	✓	✓	See separate guidance	✓	✓
Licensed Reader	✓	✓	✓		✓
Authorised Lay Minister	✓	✓	✓		✓
Parish Safeguarding Officer	✓	✓	✓	✓	✓
Churchwarden	✓	✓	Recommended during vacancy	Recommended	Recommended
Locally appointed leader of new worshipping community	✓	✓	✓	✓	✓
PCC Member	✓	✓		Recommended	Recommended
PCC Treasurer	✓				
Lead Recruiter	✓			✓	
Children's/Youth/Family work leader (employed)	✓	✓	✓	✓	✓
Children's/Youth/Family work leader (volunteer)	✓	✓		Recommended	✓
Children's/Youth/Family work team member	✓	✓			✓
Pastoral work team leader	✓	✓		Recommended	✓
Pastoral work team member	✓	✓			✓
Lay Minister of Holy Communion	✓				
Verger	✓				
Director of Music/Choirmaster/music leader (children in choir) - employed	✓	✓	✓	Recommended	✓
Choirmaster/music leader (children in choir) - volunteer	✓	✓			✓
Director of Music/Choirmaster/music leader (adult-only choir) – employed or voluntary	✓	✓		Recommended	
Worship Leader	✓	Optional, depending on degree of leadership			
Organist/Musician	Strongly encouraged				
PCC employee (other than any of the above)	✓				
Spiritual Director	✓	✓			
Bell Tower Captain (children in group)	✓	✓			
Bell Tower Captain (adult only group)	✓	✓			
Ringling group member	✓				
Any other voluntary role (e.g. flower arranger, tea-coffee rota, etc)	Strongly encouraged				
Home Group Leader	✓	✓			
Congregation Members	Strongly encouraged				

