

PCC Working Group – The Truscott Report Report for PCC

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Terms of Reference: To review the John Truscott Report and to report back to the Parochial Church Council.

The way forward: Prioritise the twelve suggested actions as set out in the Summary of the Report and identify key action points for PCC and Parish Office.

INTRODUCTION

- 1) In preparation of the work the Group would be carrying out, Stephen opened each meeting with a prayer to our Lord to give us wisdom and sensitivity in undertaking this work on behalf of the church and the parishioners.
- 2) The Group met on 29th July, 28th August, 9th October and 4th November 2013.
- 3) Chris O’Hara and Ian Rousell joined the Group for part of the meeting on 9th this enabled us to seek views from the Premises Manager and a newcomer’s perspective.

GROUP COMMENTS AND SUGGESTED ACTION POINTS

- 4) The Group initially discussed and prioritised (on a 1-10 scale with 10 being top priority) the twelve actions that John Truscott had suggested and came up with the order shown in the table below.
- 5) The key comments and action points the Group agreed are shown beneath each Truscott action.

Action Ref	Actions	Our Priority
A.	<p><u>Truscott Suggested Action:</u> <i>Be content that the church is not over-staffed on the administrative side. Seek to increase effectiveness by cutting the present level of disturbance in the office.</i></p>	10
	<p><u>PCC Working Group Action Points and Comments:</u></p> <ul style="list-style-type: none"> • Agreed that the office is definitely not over-staffed. • Disturbance levels are a major issue. To counteract this, the Premises Manager has relocated to @One and the Assistant Office Manager relocated to the main area of the Parish Office. This has left the current inner office free for the Office Manager on a daily basis or for the Assistant Office Manager when quiet working time is needed. • If necessary temporary screening will be used to create an inner office space in main office area for Assistant Office Manager. 	

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B.	<p><u>Truscott Suggested Action:</u> <i>Clarify that the Office Manager's post is to manage, reformat the job description and rethink the salary level (as a salary pro-rata, not an hourly wage).</i></p>	8
	<p><u>PCC Working Group Action Points and Comments:</u></p> <ul style="list-style-type: none"> • The Office Manager's and the Assistant Office Manager's Job Descriptions have been discussed, reviewed and minor changes made as necessary. • More thought given to health and safety aspects – especially working alone in the office. • <i>This bullet point about the Office Manager's salary is confidential to the PCC</i> 	
C.	<p><u>Truscott Suggested Action:</u> <i>Clarify the PCC's responsibility for employment and set up a small group to fulfil these duties properly. Encourage a much greater understanding of the office's work.</i></p>	8
	<p><u>PCC Working Group Action Points and Comments:</u></p> <ul style="list-style-type: none"> • Recommends a Human Resources Group to be set up by PCC to ensure that we adhere to good employment practice and provide proper support to all our staff. It is envisaged that the Group would only need to meet twice a year. It should consist of the Team Rector, PCC Treasurer, Lay Chair and others as required and approved by the PCC 	
D.	<p><u>Truscott Suggested Action:</u> <i>Rethink the use of a team of volunteers: at the very least equip and train them to fulfil a more effective role and seek to build a team with some newcomers joining. But I would go further and rethink the concept from scratch.</i></p>	7
	<p><u>PCC Working Group Action Points and Comments:</u></p> <ul style="list-style-type: none"> • Agreed that the volunteer arrangement is invaluable to the Parish Office and volunteers play an important role. Their support is invaluable to the Office Manager and Assistant Office Manager – the volunteers do need to be better equipped though to provide a more knowledgeable first point of contact to parishioners and others who contact the office in person or by phone. • Two new volunteers have been recruited and additional volunteers are still being sought. • A team building meeting is being planned as are arrangements to meet as a team regularly in the future, rather than volunteers feel that they are working in isolation. • Volunteer tasks being reconsidered to play to their strengths and a training plan being drawn up to improve and widen volunteer skills and therefore maximise effectiveness and improve their job satisfaction. (Note: PCC have agreed to finance extra hours for the Office Manager and Assistant Office Manager to manage this training/team building.) 	

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E.	<p><u>Truscott Suggested Action:</u> <i>Perhaps introduce partitioning to separate out the reception desk and area from the 'middle office' more with a more disciplined approach to movement beyond this. There must be a drive to introduce more discipline into the use of office spaces so that it becomes an effective hub not just a welcome centre.</i></p>	7
	<p><u>PCC Working Group Action Points and Comments:</u></p> <ul style="list-style-type: none"> • See 'A' and 'D' above. • Consideration given to temporary screening but not considered necessary at the moment – this will be reviewed by the Office Manager and Assistant Office Manager in 3 months time and addressed as necessary. • For security reasons any money counting will be done in a separate office or meeting room rather than count money in full public view. 	
F.	<p><u>Truscott Suggested Action:</u> <i>Encourage the office staff in their wish to maximise bookings for the premises and rethink the whole of this operation from website to hiring rates. The upgrading of the church website into a vehicle for mission instead of a digital notice-sheet and a rethink of the magazine are other projects that the staff should be encouraged to focus on.</i></p>	5
	<p><u>PCC Working Group Action Points and Comments:</u></p> <ul style="list-style-type: none"> • Majority of hire space now regularly in use during week days. Parish Hall now having a greater use by parishioners for parties. • PCC to set up a Communications Group to regularly review issues around Contact magazine, Website, News Sheet, general communications etc. Our Curate, Office Manager/Assistant Office Manager have already agreed be members of the Group. • Website currently being overhauled and updated by Assistant Office Manager. • Communications Group to consider the printing arrangements for Contact magazine – could it be done out of office hours by volunteers rather than office staff? • The old Duplo and Collating machines are also still in storage taking up valuable space – PCC need to decide whether they are still needed / fit for purpose; could they still be used to produce Contact magazine (if so where would they be housed?) or should they be disposed of? 	
G.	<p><u>Truscott Suggested Action:</u> <i>It is important that the Parish Office Manager is a key player in the St John's DCC [without being an elected member] but is known by the other DCCs too so there can be much better understanding.</i></p>	2
	<p><u>PCC Working Group Action Points and Comments:</u></p> <ul style="list-style-type: none"> • The Office Manager informally 'touches base' most weeks with key contacts (wardens, treasurers etc) in each church to ensure that good relationships are maintained and concerns and issues raised as necessary. • Office Manager to be copied into relevant PCC minutes. 	

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	<ul style="list-style-type: none"> Premises Manager to become a member of St John's DCC. The Group also recommend that PCC add the Premises Manager as a DCC cheque signatory to improve efficiency, flexibility and robustness to the current office systems. 	
H.	<p><u>Truscott Suggested Action:</u> <i>Rethink the 'Reporting and management' diagram.</i></p>	2
	<p><u>PCC Working Group Action Points and Comments:</u></p> <ul style="list-style-type: none"> Not considered appropriate at this time in view of new staff and changes planned. Should be reviewed in 12 months by new PCC Human Resources Group. (If not set up, this PCC Truscott Working Group should meet again to review position and progress.) 	
I.	<p><u>Truscott Suggested Action:</u> <i>Improve line management practices so there is proper understanding, regular meetings and reviews that seek to develop staff rather than simply 'supervise' them.</i></p>	0
	<p><u>PCC Working Group Action Points and Comments:</u></p> <ul style="list-style-type: none"> Not considered a problem; actions and arrangements already in place. Should be looked at though by new PCC Human Resources Group. 	
J.	<p><u>Truscott Suggested Action:</u> <i>Seek ways to get round any difficulties resulting from neither office staff worker being a member of one of your team churches.</i></p>	0
	<p><u>PCC Working Group Action Points and Comments:</u></p> <ul style="list-style-type: none"> Not considered a problem; actions already in place. 	
K.	<p><u>Truscott Suggested Action:</u> <i>Rethink the use of the @One Centre to ensure the financial investment in this facility can be shown to be thoroughly worthwhile.</i></p>	0
	<p><u>PCC Working Group Action Points and Comments:</u></p> <ul style="list-style-type: none"> Not the remit of this Group. Already covered by RDG. 	
L.	<p><u>Truscott Suggested Action:</u> <i>On a macro scale, clarify the vision for the church and then the purpose of the office with the role of the Office Manager to be to ensure that the purpose is worked at in an effective way.</i></p>	0
	<p><u>PCC Working Group Action Points and Comments:</u></p> <ul style="list-style-type: none"> Not the remit of this Group. For PCC to consider and address as necessary. 	

CONCLUSION

6) PCC to consider working Group's comments and suggested actions:-

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- Set up a Human Resources Group. (Action Ref C)
 - Set up a Communications Group. (Action Ref F bullet point 2)
 - Decide on the future use/need of the Duplo and Collator. (Action Ref F bullet point 5)
 - Add Office Manager to the circulation of the PCC minutes (Action G bullet point 2)
 - Premises Manager to become a member of the St John's DCC (Action G bullet point 3)
 - Add the Premises Manager as a DCC cheque signatory.(Action Ref G bullet point 4)
- 7) If a Human Resources Group is not set up, it is suggested that this PCC Truscott Working Group meet again:
- i. in 6 months – to review general progress and report back to PCC.
 - ii. in 12 months – to review general progress and report back to PCC with particular attention to Item H.

If a Human Resources Group is set up does the PCC agree that the Group has completed the task and can therefore cease?

Date: 8th November 2013