

DIOCESE IN EUROPE

THE CHURCH
OF ENGLAND



*The Capability Procedure
for Office Holders in
The Diocese in Europe*

1. Background

- 1.1.** This capability procedure is available to all office holders listed in paragraph 18(d) of the Diocesan Constitution:
- (i) the diocesan bishop;
 - (ii) the suffragan bishop of the Diocese;
 - (iii) the Dean of Gibraltar;
 - (iv) the archdeacons of the Diocese;
 - (iv) any person in holy orders who exercises his or her office or ministry in accordance with a licence from the diocesan Bishop issued under any Canon of the Church of England; and
 - (v) any deaconess reader or lay worker who exercises his or her office or ministry in accordance with a licence from the diocesan Bishop issued under any Canon of the Church of England and who receives a stipend or other emoluments of office (including the provision of accommodation) in respect of his or her office.
- 1.2.** The purpose of a capability procedure is to provide a framework for dealing with cases of poor performance in a fair and supportive way. It aims to ensure that any individual's ability to achieve acceptable standards within their role is addressed clearly, ensure that appropriate supervision, training, counselling and support measures are used to assist the individual to reach the acceptable standard and provide a clear procedure for appropriate action where the individual is not reaching the acceptable standard of performance.
- 1.3.** The preferred outcome of a capability procedure is that the individual is supported to continue their role successfully. Where this is not possible the individual should be encouraged to reflect on their skills, personal development and ministry goals and perhaps seek alternative opportunities where their gifts would be better suited. In both employee and office holder scenarios, dismissal from employment or removal from office may be the last resort when other options have been unsuccessful.
- 1.4.** In an employment context, individuals who are not performing their role to a required standard are subject to performance management and capability procedures that, if they fail to improve, may lead to their dismissal.
- 1.5.** In the UK most, reputable organisations follow the Advisory, Conciliation and Arbitration Service (ACAS) guidelines and incorporate them as minimum standards for their own company policies on these matters.
- 1.6.** The introduction of Common Tenure for clergy in other dioceses of the Church of England gave officeholders a number of quasi employment rights and responsibilities They were also made subject to a capability procedure. The Diocese in Europe has been working to bring the licensing arrangements for office holders

more closely into line with those of the rest of the Church of England, as expressed in the Common Tenure legislation within the particular context and legal complexities in which the Diocese operates.

- 1.7.** The capability procedure is intended to provide appropriate checks and balances to ensure that it is used constructively, taking account of the fact that office holders are not normally line managed or required to carry out the direct orders of an employer (though, unlike in other dioceses, the local legal relationship may, in some instances, constitute an employment at chaplaincy level).
- 1.8.** This Code of Practice is issued by the Bishop's Council under Paragraph 18 of the Constitution of the Diocese in Europe.
- 1.9.** Anyone dealing with a capability issue must have regard to this Code of Practice.
- 1.10.** This Code of Practice is supported by advice on good practice issued from time to time by the Archbishops' Council, though any such advice will, of course, need to be understood in the different context of the Diocese in Europe.
- 1.11.** Office holders in the Diocese are under a legal duty to cooperate with the implementation of the capability procedure pursuant to Paragraph 18 (c) of the Diocesan Constitution. A wilful failure to do so could constitute misconduct for the purposes of the Clergy Discipline Measure.
- 1.12.** Where an office holder also has a specific legal status locally in the jurisdiction in which he or she exercises his or her ministry, this procedure is without prejudice to any process that may be applicable under local law.
- 1.13.** It is intended to reflect best secular practice (such as ACAS) whilst taking into account the particular issues in a church context.
- 1.14.** One of the most important aspects in any performance management or capability procedure is understanding and agreement of the objectives of the role and the way in which those objectives should be achieved.
- 1.15.** Clear role descriptions and clear expectations are vital to ensuring a fair and effective process.
- 1.16.** References in this procedure to churchwardens may, where a churchwarden is unable or unwilling to act, or where it is inappropriate for a churchwarden to be involved in the process, be taken to include a member of the chaplaincy council nominated for that purpose by the council.

2. Issues around capability in a church context

2.1. Capability in a church context is complex and potentially covers a number of issues, not all of which are necessarily capability matters:

2.1.1. How an office holder is meeting the expectations of their office as set out in a role description and priorities – sometimes the issue here may be a mismatch of expectations and may be best resolved by discussion and/or mediation

2.1.2. General expectations of office holder behaviour (as set out in the Canons, the Ordinal, Professional Conduct guidelines, selection and formation criteria) - this may be more about *how* an office holder does things rather than *what* he or she does

2.1.3. Legal and canonical requirements – a failure to meet these may be potentially disciplinary if it is deliberate and wilful, but it may be more that an office holder needs to understand what is required of them in a particular situation

2.1.4. Health issues - where poor health is adversely affecting an office holder's ministry or the way an office holder carries out their ministry is potentially damaging to their health and wellbeing or they are failing to look after themselves.

2.1.5. Safeguarding – where an office holder appears not to understand what is required of them, and action needs to be taken, but the issue does not seem serious enough to require Clergy Disciplinary Measure proceedings. (refer to 3.6)

2.1.6. Office holders share the cure of souls with the bishop, and are largely responsible for setting their own priorities, albeit in relation to Constitutional and Canonical requirements, and having regard to their responsibilities to the chaplaincy.

2.1.7. There isn't always clarity or agreement about what should be done in a role – which may be seen differently by priest, chaplaincy and bishop, and will vary in practice, depending on the resources and theological tradition of a particular chaplaincy.

2.1.8. Whilst there is no absolute requirement to have role descriptions or regularly review them, it is good practice to do so. A clear role description provides a helpful basis for an effective capability procedure and the process can be more complicated without one.

2.1.9. As clergy are not normally line-managed or supervised, it can be more difficult to evaluate performance and manage issues.

2.1.10. General expectations of office holders as set out in the Canons and Ordinal are not always easy to interpret or apply to a particular role. However, the Guidelines to the Professional Conduct of the Clergy provide helpful guidance on the expectations of ordained ministers in the Church of England and might be usefully considered as part of this procedure.

2.1.11. Archdeacons usually have responsibility for a large geographical area and have limited time to devote to what will inevitably be a time-consuming process.

2.1.12. Evidence about capability is often hearsay or anecdotal, and it is not always easy to find out or understand what is happening in a chaplaincy. Members of the congregation are not always willing to go on the record.

3. Pre-Formal Capability Procedure

3.1. Before the pre-formal capability process can begin the Archdeacon should seek to ensure that informal conversations have taken place to identify and hopefully resolve the issues, and where appropriate, arrange for the provision of support and assistance.

3.2. Ways in which an office holder may be helped to improve their performance, at any stage, include

3.2.1. coaching

3.2.2. training

3.2.3. altering working arrangements

3.2.4. a period of special leave

Alternative approaches may include:

3.2.5. mediation

3.2.6. mentoring

3.2.7. exploring the possibility of transferring to another post, if one is available

3.2.8. suggesting that the office holder may wish to have an interview with the Clergy Transition Service (or other national church appointments adviser).

3.3. The purpose of the pre-formal procedure is to ensure, as far as possible, that the parties concerned are clear and as far as possible, in agreement, as to the standard that is required and where the standard is not being met.

3.4. To this end, the Bishop may commission an appraiser, who shall be an Archdeacon or an Area Dean.

- 3.5.** The appraiser may where appropriate seek HR advice. HR advisers shall not, however, attend any meetings between the office holder and the appraiser at this stage.
- 3.6.** Where concern about an office holder's understanding of safeguarding responsibilities or policies is concerned, the appraiser will normally involve the Diocesan Safeguarding Adviser, and will have due regard to any advice they give.
- 3.7.** The appraiser will:
- 3.7.1.** as regards the chaplaincy
- 3.7.1.1. seek to establish their expectations going forward.
 - 3.7.1.2. seek feedback from the churchwardens in relation to the office holder's performance.
 - 3.7.1.3. consult more widely should this be necessary having regard to the need for care and sensitivity.
- 3.7.2.** as regards the office holder:
- 3.7.2.1. produce a statement of current priorities for the office holder's ministry in their role.
 - 3.7.2.2. review and update [or complete] any existing role profile, having regard to the requirements of the Canons and the Ordinal
 - 3.7.2.3. set priorities with reasonable time frames and feedback arrangements from the churchwardens [and chaplaincy, if required.]
- 3.8.** In determining priorities, primary responsibility rests with the office holder, working in conjunction with the churchwardens and chaplaincy council.
- 3.9.** If the officeholder refuses to work constructively with the churchwardens and chaplaincy council on the priorities within a reasonable timescale, the position may need to be reviewed and consideration given to possible Clergy Discipline Measure proceedings against the office holder.
- 3.10.** Priorities and time frame will be established against the general requirements identified by the Canons and the Ordinal and any other relevant legal provisions.
- 3.11.** The office holder should be given at least 12 weeks to work on the priorities agreed. In order to support the office holder during this period, the appraiser should contact the office holder at least once a month.

Capability Appraisal

- 3.12. At the end of the 12 weeks (or whenever the agreed time frames have been met), the appraiser will review the office holder's performance.
- 3.13. Where practical the appraiser will spend time in the chaplaincy (including attending services and church chaplaincy council meetings if at all practicable) and carry out interviews with churchwardens and, if the appraiser wishes, with other members of the chaplaincy.
- 3.14. During this time the appraiser will seek to ensure that the office holder has been:
- 3.14.1. Making progress with the priorities
 - 3.14.2. Complying with the legal and canonical requirements and those set out in the Ordinal
 - 3.14.3. Behaving in a way that is compatible with reasonable expectations of clerical behaviour.
- 3.15. If the appraiser finds that the office holder has failed to meet the agreed priorities, or to comply with legal and canonical requirements, or is not behaving in accordance with general expectations of appropriate behaviour for an office holder, or not taking safeguarding issues seriously, the appraiser will meet the office holder to discuss the findings and give the office holder opportunity to respond.
- 3.16. If the office holder is unable to provide a reasonable explanation, and the appraiser concludes that the office holder is not meeting the expectations, the formal capability procedure will start with the appraiser drawing up an improvement plan.

4. Outline of the formal capability procedure

Preliminary Improvement plan

- 4.1. If it is necessary to start the procedure, the appraiser (who may be the same person who conducted the capability appraisal) and office holder agree on a **preliminary improvement plan** that sets out some further objectives for the office holder to carry out.
- 4.2. If any breaches of legal requirements and/or the failure to comply with reasonable expectations of the behaviour of office holders are sufficiently severe, it may be appropriate to halt the procedure and for consideration to be given to possible Clergy Discipline Measure proceedings.

Monitoring and assessment of improvement plan

- 4.3. The appraiser continues to monitor the performance during the period of the improvement plan and asks the churchwardens for feedback on the office holder's

performance. At the end of the period specified in the improvement plan, the appraiser decides, on the basis of the evidence submitted, whether:

- 4.3.1. The office holder has met the objectives in the preliminary improvement plan within the time provided or;
- 4.3.2. Further action, including support and training for the office holder, is required or;
- 4.3.3. The office holder needs more time or;
- 4.3.4. The formal stage 1 (outlined in section 5 below) of the capability procedure should start.

5. Formal capability procedure - Stage 1 – first formal improvement plan

- 5.1. The appraiser and the office holder agree on a **first formal improvement plan**, which includes objectives that set out the required improvement and a deadline by which they are to be met.
- 5.2. This is shared with the churchwardens and the archdeacon, who decides whether to recommend that the bishop:
 - 5.2.1. Appoints a pastoral representative to provide additional pastoral care to the chaplaincy
 - 5.2.2. Issues a direction that the office holder needs to do or refrain from doing something in the improvement plan, (which may, in certain circumstances, have the effect of making a failure to comply with the direction a disciplinary matter.)
- 5.3. The office holder's performance is monitored for the period specified in the formal improvement plan (which can be extended if necessary).
- 5.4. At the end of the period, the appraiser asks the churchwardens to produce a written report, along with others who are able to comment on the office holder's performance. The churchwardens consult others as agreed with the appraiser.
- 5.5. The appraiser then shares this feedback with the office holder and produces a report for the archdeacon, which:
 - 5.5.1. *either* states that the objectives have been met and makes further recommendations about appropriate training and support for the office holder
 - 5.5.2. *or* states that the objectives have not been met and recommends that a capability panel should consider the report and issue **a first formal warning**.

Panel Administrator

- 5.6. If a panel meeting is to be arranged then the archdeacon will require the support of an administrator (who will work on behalf of the archdeacon).
- 5.7. It will be the administrator's responsibility to arrange the date and venue and invite the parties to the capability panel meeting.
- 5.8. The administrator must ensure that the appraiser and churchwardens are invited to the meeting.
- 5.9. Any reports or evidence that the appraiser and/or churchwardens wish to submit to the panel meeting must be sent to the administrator at least two weeks before the panel meeting. The administrator must send any reports or evidence to the office holder at least one week before the panel meeting.
- 5.10. The administrator (with support from HR) must ensure that all panel members receive relevant paperwork before the panel meeting convenes in order to prepare properly.
- 5.11. On the day of the capability panel meeting, the administrator will take minutes of the meeting.
- 5.12. The administrator must present the archdeacon with the minutes not more than two weeks after the meeting for his/her consideration.
- 5.13. Once approved a copy of the minutes must be sent to the office holder and another copy kept on file.

Timeframes

- 5.14. The following timeframes should normally be respected but it is open to the parties (acting reasonably) to agree an extension where that is needed. Should more time to arrange panel meetings or appeals be required the archdeacon must be consulted.
- 5.15. Once the archdeacon has decided to convene a capability panel he/she must normally arrange the panel meeting at the earliest reasonable opportunity and **within eight weeks of making the decision to call one.**
- 5.16. Panel members must receive a written invitation to the capability panel meeting. The invite should include the date, time, venue and that all correspondence and communication is subject to strict confidentiality and cannot be discussed with any parties outside of the proceedings.

- 5.17. The panel member's invite should stipulate who the office holder is, where their chaplaincy is based and why the office holder has been asked to attend the capability panel meeting.
- 5.18. The office holder must be informed in writing that he/she is to be invited to a capability panel meeting (see office holder invite letter section).
- 5.19. The office holder must be given at least **4 weeks' notice** of the capability panel meeting (at all stages of the procedure) though ideally their availability will have been considered before the meeting date has been set.
- 5.20. The capability panel must write to the office holder with the outcome of the capability panel within **two weeks of the meeting being held**. (see outcome letter section).
- 5.21. If a sanction is issued then the outcome letter must stipulate the right of appeal against this and how to appeal (see outcome letter section).
- 5.22. The office holder will have **four weeks to appeal against any warning**.

Office holder invite to the capability panel meeting

- 5.23. The office holder must be given **four weeks' notice** of the capability panel meeting being convened and the invite letter should come from the archdeacon (with support from HR).
- 5.24. The invite letter must stipulate the reason why the meeting has been called, the date, the time and the venue of the meeting.
- 5.25. If for some reason the office holder cannot attend, the invite letter must give the office holder the opportunity to suggest another date for the meeting.
- 5.26. The invite letter must stipulate the name and title of each member of the panel.
- 5.27. The invite letter must stipulate what the most severe outcome might be e.g. first formal warning.
- 5.28. The office holder must be given the right to be accompanied by a colleague or trade union representative.
- 5.29. The office holder must be asked to inform the archdeacon at least **48 hours** before the meeting who will be accompanying him or her.

5.30. Any reports or further evidence that will be presented to the panel must be supplied to the office holder in good time and certainly at least one week before the panel meeting.

5.31. HR can be consulted before the invite letter is sent out to ensure relevant points are not missed.

Outcome letter following capability panel meeting

5.32. The outcome of the panel meeting will not normally be issued on the day of the meeting.

5.33. This is so the panel has sufficient time to consider what should be done.

5.34. The capability panel must write to the office holder within **two weeks** of the meeting being held with the outcome.

5.35. The letter must stipulate the date, time and venue of the meeting, who the panel consisted of and why the meeting was called.

5.36. The letter must stipulate what, if any, warning or sanction has been issued. Any relevant timeframes must be explained.

5.37. If a warning has been issued then the office holder must be given the right to appeal **within four weeks of receipt of the letter.**

5.38. The suffragan bishop will sit on stage 2 and stage 3 capability panel meetings.

5.39. Appeals will be heard by the diocesan bishop.

5.40. All outcome letters following appeal should follow the same format and be issued to the office holder at the earliest opportunity and no later than two weeks after the appeal.

6. Stage 1 - Capability panel meeting

6.1. The archdeacon convenes a panel to consider the report, consisting of the archdeacon, and 1 cleric and 1 lay person (from outside the chaplaincy) chosen by the archdeacon from a pool of panel members appointed by the suffragan bishop.

6.2. The archdeacon invites the following to attend the panel:

6.2.1. The appraiser, who drew up the improvement plan with the office holder

6.2.2. The office holder (and a trade union representative or colleague)

6.2.3. The churchwardens

6.3. The archdeacon should chair the meeting and:

- 6.3.1. Allow the appraiser opportunity to present his/her findings
- 6.3.2. Allow the panel members to ask questions of the appraiser
- 6.3.3. Allow the office holder to ask questions of the appraiser
- 6.3.4. Allow the office holder to present his/her case
- 6.3.5. Allow the panel members to ask questions of the office holder
- 6.3.6. Allow the churchwardens to make representation if they wish followed by questions from the panel and office holder.

6.4. The Panel should adjourn and consider the following options:

- 6.4.1. Decide that performance has improved to a satisfactory level or;
- 6.4.2. Decide that more time is required for improvement or;
- 6.4.3. Recommend additional training or support for the office holder or;
- 6.4.4. Issue a **first formal warning** that failure to meet an adjusted improvement plan could result in a final warning being issued or;
- 6.4.5. Recommend the bishop to issue a direction setting out what the office holder must do and/or refrain from doing or;
- 6.4.6. Recommend adjustments and clarifications to the improvement plan.

6.5. The office holder may submit an appeal against a sanction if further information has come to light or the procedure has not been followed (refer to appeal section.)

7. **Formal capability procedure - Stage 2 – second formal improvement plan**

7.1. The appraiser and the office holder agree on a **second formal improvement plan**, which includes objectives that set out the required improvement and a deadline by which they are to be met.

7.2. This is shared with the churchwardens and the archdeacon, who decides whether to recommend that the bishop:

7.2.1. Appoints a pastoral representative to provide additional pastoral care to the chaplaincy

7.2.2. Issues a direction that the office holder needs to do or refrain from doing something in relation to the improvement plan (which may, in certain circumstances, have the effect of making a failure to comply with the direction a disciplinary matter.)

7.3. The office holder's performance is monitored for the period specified in the improvement plan (which can be extended if necessary).

7.4. At the end of the period, the appraiser asks the churchwardens for feedback on the office holder's performance. The churchwardens consult others as agreed with the appraiser.

7.5. The appraiser then shares this feedback with the office holder and produces a report for the archdeacon, which:

7.5.1. *either* states that the objectives have been met and makes further recommendations about appropriate training and support for the office holder

7.5.2. *or* states that the objectives have not been met and recommends that a Stage 2 capability panel should consider the report and consider issuing a **final formal warning**.

8. Stage 2 – Capability panel meeting

8.1. The archdeacon convenes a panel to consider the report, consisting of the suffragan bishop, and 1 cleric and 1 lay person (from outside the chaplaincy) both nominated by the suffragan bishop.

8.2. The archdeacon invites the following to attend:

8.2.1. The appraiser, who drew up the improvement plan with the office holder

8.2.2. The office holder (and a trade union representative or colleague if the office holder wishes)

8.2.3. The churchwardens

8.3. The suffragan bishop should chair the meeting and:

8.3.1. Allow the appraiser opportunity to present his/her findings

8.3.2. Allow the panel members to ask questions of the appraiser

8.3.3. Allow the office holder to ask questions of the appraiser

8.3.4. Allow the office holder to present his/her case

8.3.5. Allow the panel members to ask questions of the office holder

8.3.6. Allow the churchwardens to make representation if they wish followed by questions from the panel and office holder.

8.4. The Panel should adjourn and consider the following options:

8.4.1. Decide that performance has improved to a satisfactory level or;

8.4.2. Decide that more time is required for improvement or;

8.4.3. recommend additional training or support for the office holder or;

8.4.4. Move to formal capability procedure stage 3 and issue a **final formal warning** that failure to meet an adjusted improvement plan could result in removal from office or;

8.4.5. Move to formal capability procedure stage 3 and recommend the bishop to issue a direction setting out what the office holder must do and/or refrain from doing in relation to the improvement plan, (which may, in certain circumstances, have the effect of making a failure to comply with the direction a disciplinary matter.)

8.5. The office holder may appeal against a sanction if further information has come to light, or the procedure has not been followed.

9. Formal capability procedure - Stage 3 – final formal improvement plan

9.1. The appraiser and the office holder agree on a **final formal improvement plan**, which includes objectives that set out the required improvement and a deadline by which they are to be met if the office holder is not to be removed from office.

9.2. This is shared with the churchwardens and the archdeacon, who decides whether to recommend that the bishop:

9.2.1. Appoints a pastoral representative to provide additional pastoral care to the chaplaincy

9.2.2. Issues a direction that the office holder needs to do or refrain from doing something in relation to the improvement plan, (which may, in certain circumstances, have the effect of making a failure to comply with the direction a disciplinary matter.)

9.3. The office holder's performance is monitored by the appraiser or the appraiser's nominee for the period specified in the improvement plan (which can be extended if necessary).

9.4. At the end of the period, the appraiser asks the churchwardens for feedback on the office holder's performance.

9.5. The churchwardens consult others as agreed with the appraiser. The appraiser then shares the feedback with the office holder and produces a report for the archdeacon, which:

9.5.1. *either* states that the objectives have been met and makes further recommendations about appropriate training and support for the office holder

9.5.2. *or* states that the objectives have not been met and recommends that a capability panel Stage 3 (Section 10 below) should be convened to consider whether, in the light of the report, **the office holder should be removed from office.**

10. Stage 3 – Capability panel meeting

- 10.1.** The archdeacon convenes a panel consisting of the suffragan bishop, and 1 cleric and 1 lay person (from outside the chaplaincy) both nominated by the suffragan bishop.
- 10.2.** The suffragan bishop invites the following to attend:
 - 10.2.1.** The appraiser, who drew up the improvement plan with the office holder
 - 10.2.2.** The office holder (and a trade union representative or colleague)
 - 10.2.3.** The churchwardens
- 10.3.** The suffragan bishop should chair the meeting and:
 - 10.3.1.** Allow the appraiser opportunity to present his/her findings
 - 10.3.2.** Allow the panel members to ask questions of the appraiser
 - 10.3.3.** Allow the office holder to ask questions of the appraiser
 - 10.3.4.** Allow the office holder to present his/her case
 - 10.3.5.** Allow the panel members to ask questions of the office holder
 - 10.3.6.** Allow the churchwardens to make representation if they wish followed by questions from the panel and office holder
- 10.4.** The panel should adjourn and consider the following options:
 - 10.4.1.** Decide that performance has improved to a satisfactory level or;
 - 10.4.2.** Decide that more time is required for improvement or;
 - 10.4.3.** Recommend additional training or support for the office holder or;
 - 10.4.4.** Decide to give formal notice that the term of office will cease within 3 months or;
 - 10.4.5.** Recommend the bishop to issue a direction that the office holder needs to do or refrain from doing something in relation to the improvement plan, (which may, in certain circumstances, have the effect of making a failure to comply with the direction a disciplinary matter.)
- 10.5.** The office holder may appeal against a sanction if further information has come to light, or the procedure has not been followed.

11. Right of appeal

- 11.1.** The office holder has four weeks to appeal against a first formal warning, final formal warning or loss of office.
- 11.2.** The office holder must submit his or her appeal to the diocesan bishop.

- 11.3.** The office holder may appeal against a sanction if further information has come to light, or the procedure has not been followed.
- 11.4.** With support from an archdeacon and HR, the bishop will consider whether the office holder has made out the grounds for an appeal, and thus whether an appeal should be granted.
- 11.5.** If an appeal is granted, a panel will be convened consisting of the diocesan bishop, 1 cleric and 1 lay person (from outside the chaplaincy) both nominated by the diocesan bishop. The panel should not consist of anyone who has served on previous panels.
- 11.6.** If required the bishop may invite the following to attend:
- 11.6.1.** The appraiser, who drew up the improvement plan with the office holder
 - 11.6.2.** The office holder (and a trade union representative or colleague)
 - 11.6.3.** The churchwardens
- 11.7.** The bishop should chair the meeting and:
- 11.7.1.** Allow the office holder to present his/her case
 - 11.7.2.** Allow the panel members to ask questions of the office holder
 - 11.7.3.** Allow the appraiser and/or churchwardens to make representation if they wish followed by questions from the panel and office holder
- 11.8.** The panel should adjourn and consider the following options:
- 11.8.1.** Uphold the decision to issue a sanction or to remove the officeholder from office.
 - 11.8.2.** Revoke the decision to remove from office and reduce the sanction to a final formal warning.
 - 11.8.3.** Uphold the decision to issue a sanction but reduce the level of the sanction e.g. issue the office holder a first formal warning rather than a final formal warning and give the office holder more time to improve.
 - 11.8.4.** Revoke the decision and recommend that more time is required for improvement or;
 - 11.8.5.** Revoke the decision and recommend additional training or support for the office holder or;
 - 11.8.6.** Revoke the decision and recommend the bishop to issue a direction setting out what the office holder must do and/or refrain from doing.
- 11.9.** Following the appeal hearing the outcome letter be issued to the office holder at the earliest opportunity and, in any event, within one week of the hearing.