



# PCC MINUTES

Minutes of the meeting held (online) at 7.30pm on Monday 25<sup>th</sup> January 2021

<b>STATUS</b>
Approved
27.02.2021
(Public)

<b>Present (via zoom)</b>	Rachel Ambler, Erica Bebb, Chris Brown, John Butler, Hannah Gibney, Alasdair Groves, Jonathan Hendry, Susannah King, Paul Langham (Chair), Janet Lee, David Newton, Cluff Noon, Di Noon, Mark Orriss, Mark Parsons, Tavi Price, Catherine Simmonds, Peter Smithson, Graham Stuart, Dave Vernon, Sara Wadsworth, Chris Whitwell
<b>Observers</b>	Trinity Ordinands: Rich Brooks, Jo Harbich
<b>Apologies</b>	Mark Ellis, Mei Yen Furey
<b>Minutes</b>	Tavi Price

Ref	Item	Notes	Action (what)	Who and by when
	<b>Welcome &amp; Bible reflection</b>	<p>PL welcomed the meeting and CB led us in two bible passages.</p> <p>Daniel 7: 9-10</p> <p>John 14: 16 -20</p> <p>CB suggested we listen and ask the Spirit to draw our attention to see what God is revealing to us whether it is specific for this season, a new season or for tonight</p> <p>CB then led us in prayer.</p>		
<b>A</b>	<b>MAIN ITEMS</b>			
<b>A1</b>	<b>Vision &amp; Leadership Paper 01</b>	<p>PL introduced the item and explained that several people would be sharing information and then we would split out into breakout groups.</p> <p>MP – Gave some context to Paper 01 by sharing a presentation using information from a book called The Unstuck Church by Tony Morgan. The Core Team have been using this to form some of their discussions and have found it helpful to understand the life cycle organisations go through, what is experienced and the various characteristics of each stage. MP went through each stage outlined in the diagram below.</p>		



The Core Team have outlined their honest assessment within the paper that they suggest Christ Church is currently in the “preservation” stage.

JL picked up the story at this point – as part of the Core Team and as a member of CC for 44 years, she shared her experience from when she joined CC in 1976 as a student where CC was in the growth stage. It continued to grow into the 1980’s & early 1990’s where church attendance reached c.1200 on a Sunday so reaching the sustained health stage. In this stage there was a real buzz about the place with an emphasis on evangelism, outreach, conversion, serving, going out and also training many curates. The decline in numbers started at the turn of the century and have since continued to reduce over the last 20 years. On reflection, she agrees we are just into the preservation stage.

MO & GS gave a similar account - they were both around in the late 90’s. MO commented on the thriving 6.30 service but wondered what other churches of a similar style and size to CC have experienced over this time period. GS added that we do church differently 20 years on so not wanting to hark back to those days but there are also lessons that can be learned. DV noted that when he joined in the 80’s there were lots of home groups with hundreds of people in them. These groups were shown on a map at the back of Christ Church so if you wanted to join you could visually see which groups met close to you and the members of those groups.

PL added some further points around the model – that it is not one size fits all, and that organisations with any longevity will go through these life cycles time and time again. He also gave thanks to the PCC for their honesty in the feedback at the end of 2020 that really sparked and have helped fueled these discussions. PL went on to say that since his arrival in 2010 there have been two distinct attempts to re-cast vision (plus another at the start) with lots of prayer, consultation and work but yet none of them have given a clear and compelling vision. Over the past year some younger members of CC have approached PL to have conversations around the lack of a compelling vision at CC.

The 5 factors that are indicative of the preservation stage, as taken from The Unstuck Church book are:

1. lacking a focused, compelling vision for the future
2. not having a clear discipleship path
3. having an inward focus
4. are complex
5. don’t have strong leadership (which he defines as empowered and effective)

The Core Team feel that the two most pressing issues are Vision (1) and Leadership (5); 2,3 & 4 need (1) and (5) in place before they have a chance of being resolved.

The meeting broke into breakout groups, facilitated by members of the Standing Committee and with a member of the Core Team in each to discuss and provide feedback on three specific proposals:

- Acknowledge the broad reality of the roles of PCC/SC as governance/oversight, Core Team as leadership and Staff as delivery
- Task SC to produce specific role descriptions for these groups
- Task CT with the process of reviewing Christ Church's vision, mission, values etc.

**Summary of Feedback:**

- General agreement of where we are and with the actions at the end of the paper and the process was welcomed
- Concerns about how we move forward
- Having a good vision is important – but has to be the right vision and that vision has to be actioned
- How do we execute things differently? We can get stuck in this cycle with nothing changing
- Kingdom Creatives - how can we disciple creative people differently?
- Danger – need to be very careful about how we define growth – finance, numbers, or growing in Christ?
- Success will be measured by how well we separate oversight/governance, delivery and leadership – Leadership should be the group that contains whomever is performing the leadership function (Could be Core Team plus a few others?). Observed that SC has over spilled into leadership due to meeting more often during COVID. It could meet a lot less if just oversight etc.
- Accountability very important – need strong sub committees for specific areas where the chair is accountable.
- Visibility of the leadership team – lack of awareness of who is in the Core Team.
- Whatever the structure is – it needs to be tried out e.g. trying out scenarios – what if there was disagreement at a different level – how would this work?
- No need to reinvent the wheel with the vision – always talking about it – needs to be planned, implemented and resourced with the focus around resource.
- Importance of Small Communities
- Clarity and communication – clear roles for each group outlining what they do
- Not happy with PCC becoming a rubber-stamping body
- Leadership is a broad term and that there are many areas of leadership outside of the Core Team and PCC (eg Small Community Leaders, ministry leaders)

		<ul style="list-style-type: none"> <li>Concern that if the Core Team is composed entirely of staff, then there is a danger that it can become detached from the wider church family and those who server as volunteers.</li> </ul> <p>PL came back with a couple of comments on the feedback:</p> <ul style="list-style-type: none"> <li>re. Kingdom Creative point – one size does not fit all - having clear discipleship paths for all is so important. All to be helped to grow.</li> <li>PCC cannot end up as just rubber-stamping. More work needs to happen as to what it will look like, but there will need to be more focus on subgroups with accountability and authority to be able to work to their strengths and abilities.</li> </ul> <p>PL gave a quick run through the Core Team and SC membership for clarification.</p> <p>Some discussion followed that summed up that the roles of the above are not clear and that we need to get to a place where each member of each group knows their roles and responsibilities.</p> <p>Votes were then taken as follows</p> <p><b>1. Acknowledge the broad reality of the roles of PCC/SC, Core Team and Staff as outlined below:</b></p> <ul style="list-style-type: none"> <li>PCC / SC <b>oversight</b> and <b>governance</b></li> <li>Staff / volunteers <b>delivery</b></li> <li>Core Team <b>leadership</b></li> </ul> <p>For: 17, Against: 1, Abstentions: 1</p> <p><b>2. Task SC to produce specific role descriptions for these groups</b></p> <p>For: 19</p> <p><b>3. Task CT with the process of reviewing Christ Church’s vision, mission, values etc.</b></p> <p>For: 17, Abstentions: 2</p>		
			Develop roles for PCC/SC, Core and Staff	SC April 2021
			Review Mission, Vision, Values	SC April 2021
<b>B</b>	<b>STANDING ITEMS</b>			
<b>B1</b>	<b>Approval of minutes Paper 03</b>	Minutes from the 23 <sup>rd</sup> November were noted and approved.		
<b>B2</b>	<b>Review of PCC action tracker Paper 04</b>	MP: Aware that the issue of the PCC subgroups is still on the tracker – resolution of this needs to form part of our ongoing discussion on the role of the PCC/SC.	SC include in roles discussion	SC April 2021
<b>B3</b>	<b>Finance</b>	DN: The Finance Team are meeting next week. The appeal at the end of last year for the General Fund was successful and it is expected that the General Fund will end the year in balance. MP has gone through a process of rationalising the various funds and how and where fixed assets are held – this has released more cash		

		<p>into the General Fund, with the Equipment Fund holding only the book value of the fixed assets. This results in the General Fund ending 2020 with c.£100k at the end of the year.</p> <p>The current level of giving against the target agreed in November means that 2021 is going to be a stretch with the possibility of having to make further appeal later this year.</p> <p>The Finance Team will report further at the next PCC.</p>	Report to PCC	Finance Team Feb 2021
<b>B4</b>	<b>RENEW Report</b>	<p>PL began by saying how blessed we are with the Contractor (Kitto). They are actively seeking out savings for us.</p> <p>JH is doing a great job with the auction of promises. (Auction closes at 9pm Sunday 31<sup>th</sup> January). The Fundraising Team are actively seeking grants.</p> <p>A great example of the team calling the expertise of others is Helen Draper who is beginning to write material for publication in the BS8 Magazine.</p> <p>The current shortfall on the main contract is c£90k, which is such an improvement from what we were facing last year (£216k). The final payment is due in July.</p> <p>The RENW Team request that we retain the fundraising target at £150k – to wrap in pre-school rehousing and the additional sum of new AV equipment into the Crypt.</p> <p>MP then presented the proposal and financial request for this AV equipment. This is a single supplier quote, as they have been working with Kitto and MP to design a bespoke solution.</p> <p>HG – just to note that a grant has been submitted that may cover this request – we should have the decision early March.</p> <p>JB – Getting a paper just before the meeting is not ideal - are there likely to be any other surprises? MP: Not that he is aware of.</p> <p>MO – communications? What are we doing about this – are we taking it seriously? A decision on this needs to happen before the opening of the new building.</p> <p><b>Proposal: To enter into a contract with Enlightened for the supply and installation of AV facilities in the Crypt for a sum of £22,050.63.</b></p> <p>Proposed: HG, Seconded: CN</p> <p>For: 17, Abstentions: 2</p> <p><b><i>Proposal carried</i></b></p>	Confirm AV contract	MP ASAP
<b>B6</b>	<b>Paul's Points</b>	None		
<b>B7</b>	<b>Warden's Points</b>	<p>1) discussing change with wardens from other church – all change is painful and complex</p> <p>2) encourage and warning - £90k needed for RENEW – just need to highlight that we need to continue to pray and be involved.</p>		
<b>B8</b>	<b>Operations Manger's Points</b>	<p>Breakfast Run: DN reported that they have been tentatively supporting BOSH (Bristol Outreach Services for the homeless) during COVID – they now wanting to continue that support – BOSH will be dropping off 23-30 food parcels at church to be delivered by us. The team will be looking to bring a more formal proposal to the PCC soon but for now are looking for volunteers.</p>	Report back to PCC	Breakfast Run Team

<b>B9</b>	<b>Safeguarding Update</b>	None		
	<b>Review of the meeting</b>	PL suggested people send in any comments to MP MO: Breakout Rooms need to be longer.		
	<b>Communication</b>	DN – a message is being recorded for the Gathering on the 7 <sup>th</sup> Feb to give an update to the church family on finances.		
	<b>Date of next meeting</b>	Suggest that the SC on the 22 <sup>nd</sup> Feb is open for as many of the PCC as would like to come. Papers and agenda will be circulated – this meeting will make a start on the discussion of roles etc.		
	<b>Prayer</b>	PL closed the meeting in prayer.		

**Future Meetings:** Additional meeting 22<sup>nd</sup> Feb, Sat 27<sup>th</sup> Feb, Mon 22<sup>nd</sup> March, APCM 25<sup>th</sup> April