



PCC MINUTES

Minutes of the meeting held (online) at 9.30am on Saturday 27th February 2021

STATUS
Approved
22.03.2021
(Public)

Present (via zoom)	Paul Langham (Chair), Rachel Ambler, Chris Brown, John Butler, Mark Ellis, Mei Yen Furey, Alasdair Groves, Jonathan Hendry, Susannah King, Janet Lee, David Newton, Cluff Noon, Di Noon, Mark Orriss, Mark Parsons, Tavi Price, Catherine Simmonds, Peter Smithson, Graham Stuart, Dave Vernon, Sara Wadsworth
Observers	Fay Price (Trinity Ordinand)
Apologies	Hannah Gibney, Malcolm Bourne
Minutes	Tavi Price

Ref	Item	Notes	Action (what)	Who and by when
	Welcome	PL began by welcoming everyone and in particular Fay Price who would be observing the meeting.		
A	MAIN ITEMS			
A1	Vision & Leadership Paper 01 Paper 02	<p>MP led the first part of this item by going through Paper 01, a presentation of the results from the PCC exercise asking each member to provide a sentence of the principle reason for PCC, SC, Core Team and Staff team.</p> <p>Based on the feedback, MP raised the following key questions to consider:</p> <ol style="list-style-type: none"> 1. 30% of the PCC didn't respond! 2. "Representation" came out big for the PCC – how important is it for the PCC to represent specific groups within the church? Is this biblical? 3. What does "Governance" actually mean in practice? 4. Leadership v Management –generally people spoke in terms of one or the other (but not both) 5. Leadership was more than once expressed in negative tones – something to be controlled or feared. Is this a biblical understanding of leadership? 6. Where does vision come from?! <p>PL then took us through a presentation on a biblical basis for leadership. What is leadership? Is it good? / not good? For some there are questions marks over this.</p> <p>PL shared the following verse:</p> <p><i>Obey your leaders and submit to their authority. They keep watch over you as men who must give an account.</i></p>		

		<p><i>Obey them so that their work will be a joy, not a burden, for that would be of no advantage to you.</i> Hebrews: 13 v17 (NIV 1984).</p> <p>PL asked the question “Do we bristle reading this?”</p> <p>If so, why? – He suggested that less people respect authority today than in recent generations.</p> <ul style="list-style-type: none"> • Societal changes • Leadership failings <p>Sadly, the church is not exempt from these failings.</p> <p>Scripture certainly recognises bad leadership</p> <ul style="list-style-type: none"> • The wicked priests and false prophets in Jeremiah • The religious leaders and teachers of the law condemned by Jesus <p>It is hard to read scripture without concluding that God appoints leaders for the good of the people</p> <ul style="list-style-type: none"> • Secular leadership (Romans 13, 1 Peter 2) • Leadership among God’s people (Paul’s letters to Timothy) <p>In scripture the understanding of leadership seems to be a twofold process - Anointing and Appointing e.g. David & Paul (sometimes there can be a large gap between the two).</p> <p>Christian Leadership exists:</p> <ul style="list-style-type: none"> • to create followers, not of the human leader, but of Jesus • not to bind them to the human leader, but to release them <p>The leadership of Jesus:</p> <ul style="list-style-type: none"> • Set direction • Modelled • Shared • Gave authority <p>The following verses encapsulates important characteristics of Christian leadership.</p> <p><i>To the elders among you, I appeal as a fellow elder and a witness of Christ’s sufferings who also will share in the glory to be revealed. Be shepherds of God’s flock that is under your care, watching over them—not because you must, but because you are willing, as God wants you to be; not pursuing dishonest gain, but eager to serve, not lording it over those entrusted to you, but being examples to the flock. And when the Chief Shepherd appears, you will receive the crown of glory that will never fade away. 1 Peter 5</i></p>		
--	--	--	--	--

		<p>All need to be aware that it is a calling / it is a responsibility – and we will be held account.</p> <p>In light of this PL returned back to the verse from Hebrews:</p> <ul style="list-style-type: none"> • Obey – place confidence in, trust is at the heart of leadership • Leaders – men & women are both welcomed as leaders at CC, not healthy to have only men or only women • Submit - Yield (issuing an invitation) • Keep Watch – wakefulness, responsibility to watch over, take care of <p>PL closed with his translation from Who – of this verse.</p> <p><i>Put your faith in those who lead you and accept their God-given calling to do so. They lose sleep over you, knowing that they'll be held responsible for you one day. Make their ministry such that it causes them to smile rather than groan. How can they help you if you make their work a burden?</i></p> <p>This is an invitation for us all to consider, can we put out trust, our confidence on those who lead us.</p> <p>The meeting then went into four breakout rooms to consider the following questions: (Q1 and Q2 were answered by all 4 groups, Q3 – Q6 each taken by one group)</p> <p>Q1 (All): How important is it for the PCC to “represent” the wider church? Is this a biblical understanding of leadership?</p> <p>Feedback:</p> <ul style="list-style-type: none"> • Important, but not overwhelmingly important. Would be an issue if PCC was exclusively male (or female); but we feel CC PCC is representative of the diversity of the church family (age, gender) • PCC should be a bridge for the church family • PCC members, should at all times, be conscious of the church family they represent • Sense of joining with vicar in Heb 13:17, keeping watch over the people • Initial response was yes representation is very important but depends on what representation means in practice. More importance is ability for 2-way communication with different sections of church community • Should the parish of CC be represented? How do we communicate better to and from church membership? 		
--	--	--	--	--

		<ul style="list-style-type: none"> • We looked at Jesus call of first disciples and noted there were a diverse group, but not chosen for their background (e.g. fishermen, a tax collector, zealot) but chosen for their character, the content and character of a person is more important than representation • PCC should be representative of the church make-up - the youth, the older age groups, a diverse make up to represent how we are as a church • Wider church membership representation is important to keep leadership accountable • A key part of it is the election - this is one of the principles - and accountability • Gives it a wider construct • To support and encourage our leadership, as a group with a wider representation • Huge strengths in skill sets perspective - getting lay people into leadership • Have to have robust structures of accountability, but also keeping a relationship of trust and support to underpin all of that - which is almost more important than the governance structures itself • In this context it is keeping with scripture • If we are more representative of the congregation it may make us more effective and making their views heard in PCC and also make us more effective at communicating out to the church family • On PCC do we act as a conduit for views within the church or do we 'filter' them? Should we? • Don't forget we are Anglicans – the church wardens have an important role and their first responsibility is to the Bishop <p>Q2 (All): What does "governance" actually mean in practice? How would you define it?</p> <p>Feedback:</p> <p><i>One member defined it as: making sure the right thing happens / is done in the right way</i></p> <ul style="list-style-type: none"> • Initiating, planning, executing, communicating • Appropriate processes, order, accountability, compliance (danger or rigidity?) • Hard to pin down because governance is so wide-ranging • Can't govern if you don't know what's going on (e.g. little knowledge of what different sub-groups are doing) • Need both umbrella governance (similar to oversight) and specific governance • The rule and reign of God as mediated among and for God's people 		
--	--	--	--	--

		<ul style="list-style-type: none"> • Should not be restricted to ‘secular’ or ‘pragmatic’ or nuts & bolts, bricks & mortar: e.g. should not the PCC have a mind to things like the fruit of the Spirit (e.g. part of governance should be to ensure that everyone is treated kindly) • To ensure and maintain things are done according to the vision. Thought of the vision being like a manifesto, is it being followed? • integrity is important, are things done the right way in line with manifesto policy. • The generation and assurance of compliance with authoritative framework. • We will do it this way, and is open for all to see - and link to upward statutes • Look at the activities and make assessments if they are compliant with the framework and take action to address non-compliance. One example would be safeguarding. Is CCC PCC Compliant on its safeguarding? • Only one response about prayer. Little about wellbeing of our people, wellness, care, support, encouragement taken for granted - taken as a given? Need to hold ourselves to account to the culture we want to live with - in same account as we hold to account things like finance and safeguarding. • We don’t like talking about this because it sounds legalistic, also it is about power which makes us uncomfortable to speak about it • Another team said the PCC has to make sure the right things happen – agreed, but we are trustees, so we are also responsible to making sure that the wrong things don’t happen <p>Q3: How can we get the right balance between “leadership” and “management”?</p> <p>Feedback:</p> <ul style="list-style-type: none"> • Leadership - initiating the right thing, then monitoring at high level, and ending it when done! • Management - everything that needs to happen to deliver the right thing • Communication is key • Acts 6 – leadership establishes a management structure to secure equality in distribution of food ... but this doesn’t cement a divide between the two: Stephen, appointed to a management role, emerges as a leader with an evangelistic and prophetic anointing. • The key is getting the right pegs in the right holes - this is extremely difficult! 		
--	--	--	--	--

		<p>Q4: Does leadership need to be controlled? Is this a biblical model of accountability?</p> <p>Feedback:</p> <ul style="list-style-type: none"> • Control is an emotive word. Leadership should not be uncontrolled but is accountable or monitored a better word? • Submission is done out of love and trust for others so trust and having a clear vision is vital. More about accountability than control. Leadership should empower and support others and hear them. Evaluation is important. • Luke 9, Jesus sent out the 12, they went out and came back and reported what they had done. So that they could be further supported and encouraged, same principle in church today. Important to listen to groups coming back to subcommittees where the more in-depth issues can be discussed. <p>Q5: Where does “vision” come from?</p> <p>Feedback:</p> <ul style="list-style-type: none"> • First of all vision comes from God - so we need to spend time listening. God can also speak to anyone - not necessary Church leaders • We see a particular role for vision to come from the Core team - the senior church leadership • The PCC then has an important role to pursue that vision, to shape it - and turn it into a strategy and mission - to then be implemented through the staff team and ministry leaders - so to enable it and to make it happen • But coming back to the first point God can speak to everyone - not just the Core team – we need to ensure members of Christ Church are heard and that we listen to each other – there needs to be opportunities for that to happen • Top down direction may not always be the right model - we have many volunteers at the front line - how can we listen to them and include this insight and feedback? <p>Q6: How can we build a deeper culture of trust and co-operation between the PCC and the Core Team?</p> <p>Feedback:</p> <ul style="list-style-type: none"> • Honesty and openness are important • The relationship has been toxic in the past at times, but better today • It has been good to document our shared values • Current core team processes are rather opaque • Regular updates from Core team would be valued at PCC 		
--	--	--	--	--

		<ul style="list-style-type: none"> • Be good to hear from Paul on how he feels as a leader and how we (the congregation/PCC) have hindered him rather than helped him – does he trust us? • It would help to have clearer tasks, deliverables and deadlines from the core team so that the PCC could do its job of holding them to account <p>MP reminded the meeting of the 2 key deliverables:</p> <ol style="list-style-type: none"> 1) SC are tasked with providing role descriptions for PCC, SC, Core Team Staff Team (quite a lot of the groundwork has now been done on this) 2) The Core Team tasked with the process of reviewing the CC vision, mission and values (work has begun and is ongoing). <p>Report dates for both above is April.</p> <p>MP finished this segment of the meeting with an action to share his PowerPoint presentation with the addition of his first attempt of an overarching role descriptions for each of the 4 groups and welcomed the meeting to read and reflect on each of them. These will be tweaked based on the feedback today and SC will start to flesh them out (these have been inserted below).</p> <p>The PCC are the Trustees of Christ Church Clifton, made up of clergy and elected representatives (with other senior staff in attendance). The PCC oversees the governance of the church (finance, legal, employment, buildings) and works alongside the Core Team to set direction, strategy and implement vision. The PCC is assisted in its role by specific subgroups.</p> <p>The Standing Committee is a subgroup of the PCC and meets in between meetings of the full PCC to deal with urgent PCC matters and to work in greater detail with the Core Team on matters of vision, direction and the management of the church.</p> <p>The Core Team is made up of the senior clergy and employed staff, as selected by the Vicar and has responsibility for working alongside the Vicar on the day-to-day spiritual leadership of the church, especially in the areas of discerning vision, detailed planning and deepening discipleship.</p> <p>The Staff Team is made up of all clergy, all employed staff and key volunteers with responsibility for specific ministry areas. Together they are responsible for managing the implementation of the church’s vision and strategy.</p>		
A2	Finance Paper 03	DN talked through his paper, stating that the 2020 accounts are yet to be audited however the following are the key points based on the draft figures:		

		<p>General Fund</p> <ul style="list-style-type: none"> • Following the appeal in November (generating ~£25k) we ended 2020 with a very small surplus. • Transfers were made so that all non-property tangible fixed assets are held in the Equipment Fund. The balance of cash in this fund after these transfers were made (£34k) was moved to the General Fund. • Yearend balance in the General Fund was ~£108k. • The current Reserves Policy sets a target range for General Fund reserves of £25-75k. Common practice would be to have the equivalent of 3 months expenditure in reserve, implying £150k. We therefore recommend that the reserves policy is amended to set a reserve's target of £125-175k. • As a result of RENEW, 2020 income exceeded the threshold of £1m. This means it is necessary to have a full audit rather than an independent examination. <p>Legacy Fund</p> <ul style="list-style-type: none"> • During 2020 the Legacy Fund supported The Spire Coffee Shop (until it was closed) and paid for Paul's PA. The PCC also agreed to transfer £250k to the RENEW fund. The balance at the end of the year was £85k. <p>RENEW Fund</p> <ul style="list-style-type: none"> • A total of ~£392k income was received in 2020, (remarkable given the year of pandemic) • The project works got underway, and expenditure in 2020 was ~£495k. The total RENEW fund balance at the end of 2020 was ~£785k. <p>2021</p> <p>General Fund</p> <ul style="list-style-type: none"> • The PCC has agreed a target of £418k for Provision giving. Given that regular giving was running at ~£30k per month at the end of 2020, this will be a challenging target and a team will shortly begin meeting with the Core Team to plan a stewardship campaign. <p>RENEW</p> <ul style="list-style-type: none"> • The current shortfall in income to fund the project is about £105k with the last two invoices from Kitto (apart from retention) to be paid in May and July. However due to cash flow and the possibility of not receiving funds in time – we are proposing to apply for a loan. Several suppliers have been contacted but Methodist Chapel Aid 		
--	--	--	--	--

		<p>(MCA) may be the most reasonable in terms of interest and fees. The proposal is for £300k.</p> <ul style="list-style-type: none"> We will also be approaching the church family for interest free loans but cannot wait for a response as we must ensure Kitto is paid on time. <p>The following recommendations from the Finance Team were put to the PCC and were each voted on in turn:</p> <p>1. That the General Fund reserves policy is amended to set a reserves target of £125-175k.</p> <p>Proposed: DN, Seconded: CN</p> <p>For: 19, Abstentions: 1 (DN had briefly left her screen).</p> <p><i>Proposal carried</i></p> <p>2. That Helena Whitwell continues in the PA role until July, and that the period April to July is funded from the General Fund, offset by income received from New Wine. Cost ~£1700</p> <p>Proposed: DN, Seconded: JH</p> <p>For: 20 <i>Proposal carried</i></p> <p>3. That £50k is transferred from the Legacy Fund to the General Fund.</p> <p>Proposed: DN, Seconded: JL</p> <p>For: 20 <i>Proposal unanimously carried</i></p> <p>4. That the remaining ~£30k in the Legacy Fund is transferred to RENEW, by way of fulfilling the PCC's commitment to cover the costs of temporary accommodation of the pre-school during construction works.</p> <p>Proposed: DN, Seconded: SK</p> <p>For: 20 <i>Proposal unanimously carried</i></p> <p>5. That the PCC approve the application for a loan from MCA, in the region of £300k (to be finalised on the basis of the cashflow forecast at the time)</p> <p>Proposed: DN, Seconded: GS</p> <p>For: 20 <i>Proposal unanimously carried</i></p>		
--	--	---	--	--

		<p>6. That the PCC confer upon any two of:</p> <ul style="list-style-type: none"> • Graham Stuart, Church Warden • Catherine Simmonds, Church Warden • David Newton, PCC Treasurer <p>the authority to execute the documents required to secure the loan</p> <p>Proposed: DN, Seconded: MO</p> <p>For: 20 <i>Proposal unanimously carried</i></p>		
A3	RENEW Update	<p>JH led this item:</p> <ul style="list-style-type: none"> • Lots going on within the fundraising team. There have been stops and starts due to the pandemic but now confident that things will be back on track mid-March. • The team really need the PCC to be active members of CC not just PCC members. There are lots of mini projects to do that will involve the community and that will hopefully bring people into the church. No resources to do them. E.g. right now, they need someone to own the design of some leaflets, print and distribute them. <p>2 challenges were given:</p> <ol style="list-style-type: none"> 1) What are you as an individual in PCC going to do to go away and raise £500 minimum? 2) What are you going to be doing this Autumn to bring people into a RENEWed Christ Church Clifton? For direct ministry or commercially to fund ministry? <p>The meeting broke out into groups to gain our initial responses. Feedback:</p> <ul style="list-style-type: none"> • Going back into the new normal – could CC become a place for people to work either for people to work collaboratively or just to be in the same space as others? • Raise the awareness of what is happening as part of the gatherings. Can JH’s presentation be shared. • Whilst taking personal responsibility it would be good to involve others, to be able to share & generate ideas and run them past others – within our small groups? • There is power with the PCC offering the church family a lead. 		

B	STANDING ITEMS			
B1	Approval of minutes Paper 04	Minutes of the meeting on 25th January 2021 were noted and approved following some amendments.		
B2	Review of PCC action tracker Paper 05	No update		
B3	Paul's Points	None		
B4	Warden's Points	GS: Please pray for all the RENEW grant applications and give thanks to the RENEW team who are working so hard.		
B5	Operations Manger's Points	A consequence of needing a full audit (a much longer process), MP propose that the APCM scheduled for 25 th April is moved to 23 rd May to accommodate this process. It may also mean that it could happened in the church building! We may also need to juggle some of the dates of other PCC meetings.	Dates to be circulated	MP (ASAP)
B6	Safeguarding Update	PCC members may be aware that we need to ensure that our Safeguarding Policy and Protocols are kept up to date, which we do by means of an annual review. The challenges presented by COVID have meant that last autumn's date slipped. However, our Policy and Protocols remain up to date and are not in need of amendment. PS asked the question as to whether everyone had got their DBS checks – MP: a couple are outstanding but processing the outstanding ones has been harder to do during lockdown. PL reminded the meeting that it is a legal requirement not an option. JB: regarding the annual review there are some areas that are out of date. There are 6 areas that the PCC are responsible for. Could we have a run through each of these so we can minute where we are with each one? SW: Happy to meet with JB to discuss any specific queries. We need to make sure we do the annual approval of the policy and guidance, but this doesn't mean we are left without a policy – the previous one carries on until the next one is approved by the PCC. It would be good before the next meeting if MP could issue these 6 key areas with the agenda for us to check through.	6 areas to be emailed with next PCC Agenda	MP/SW 22/03/21
	Review of the meeting	DV – breakout groups worked really well today – good questions and a good amount of time. TP – what will the outcome be following the redefining of the roles of PCC SC, Core Team and Staff team – will we see any difference? MP – 1) there has been a lack of clarity between the groups so defining them creates a		

		<p>framework in which we can move forward and will provide a level of trust. 2) the structure then becomes a springboard to what we really want to be talking about which is our vision, our mission, our call to bring people to Jesus. So this time of looking inward will enable us to look outward.</p> <p>PL added that as we begin to look outwards there are some things that the PCC will need to look at - such as "Living in Love and Faith" (a suite of resources being rolled out by the CofE). Two public drop in days are being run by the diocese - 8th May & 22nd May – and it would be good if each member could attend one of these.</p>		
	Communication	<ul style="list-style-type: none"> • Dates to be emailed out for Living in love and Faith – try and all attend the same date. • Truscott report to be emailed out • Fay Price – new to CC (since lockdown began) – how can we communicate to the wider church about who the various teams are Core team etc. who to contact about what. Re. the vision of RENEW – need to be clear on what this is and communicate to the wider congregation, what are they raising the money for? • PL – hoping to get some video snippets from people who have used the crypt in the past and what their dreams and hopes are in the renewed space. 		
	Date of next meeting	Monday 22 nd March – 7.30pm on zoom.		
	Prayer	<p>Mike McAlister (former Spire coffee shop manager) is gravely ill in hospital – please pray for his wife Lesley and his daughter Debbie in such a sad time for them.</p> <p>CB closed the meeting in prayer.</p>		

Future Meetings: Mon 22nd March, APCM 23rd May