

**BISHOPS COUNCIL AND STANDING COMMITTEE
and the Board of Directors of the
Bradford Diocesan Board of Finance**



**Minutes of a residential meeting of the Bishop's Council
held at Parcevall Hall, Appletreewick on
Friday 25 and Saturday 26 September 2009**

Present: Bishop David James (Chairman)
Mrs Sharron Arnold
The Revd Paul Ayers
Ms Sallie Bassham
Mr David Gibson (*Saturday only*)
The Revd Nick Jones
The Ven David Lee
Mr Roger Marks
The Revd Peter Mayo-Smith
The Revd Canon George Moffat
Mr Mike Moss
The Revd Peter Mott
The Revd Canon John Nowell (*Saturday only*)
The Ven Paul Slater (*from 8.45pm*)
The Revd Paul Tudge
Mrs Nora Whitham
Mrs Jill Wright

In attendance: Mr Malcolm Halliday (Diocesan Secretary)
Mrs Debbie Child (Assistant Secretary)
Mr Peter Foskett (Diocesan Registrar)
The Revd Canon Sam Randall (Bishop's Officer for Church in World)
The Revd Canon Denise Poole (Bishop's Chaplain)

FRIDAY

1. Apologies

Apologies were received from the Revd Canon Gordon Dey, Mrs Zahida Mallard, the Very Revd Dr David Ison, the Revd Canon David Mewis.

Jenny Price was present for the Safeguarding item.

2. Welcomes and Introductions

Bishop David welcomed everyone to the meeting and members introduced themselves.

3. Role of the Bishop's Council

i. Its task for 3 years

Bishop David set the scene for the Diocese saying that Bradford was 'Going for Growth' in every dimension - there is a huge amount of growth in different areas throughout the Diocese. The Bishop's vision is that wherever there is a community there will be a worshipping community; the key words are 'community', 'collaboration', 'vocation' and 'education'.

Bishop David noted that Malcolm Halliday, the Diocesan Secretary, was to retire on 31 March 2010.

He said that the Dioceses Commission would produce its report in autumn 2010 and any changes that the Commission would make in relation to Bradford are likely to take about 4 years to deliver; alongside this an Administration Review Group from the Dioceses of Ripon and Leeds, Wakefield and Bradford is presently looking at how we can work together more usefully.

It is likely that a successor to Malcolm will not be appointed immediately and at least until there is more clarity about the future.

ii. Administration of Council

Malcolm Halliday pointed out that there have usually been 2 residential meetings of the Council each year, but from 2010 onwards there will only be one, which in that year will take place in November 2010. He then talked about the practicalities around Bishop's Council meetings. Nick Jones asked why meetings were not held in central Bradford and it was suggested that Kadugli was reasonably central for the majority of people – members travel from all parts of the Diocese. Bishop David said that venues and residential meetings would be discussed at a later date.

iii. Programme of Training (BISCOU/09/32)

a. *Induction and Governance*

Debbie Child referred to her paper saying that this training could be completely bespoke and that the trainer was very happy to come for 30 - 45 minutes prior to a Bishop's Council meeting to discuss the needs of the group as a whole. Debbie asked whether people would like this training to take place on a Saturday or whether in individual sessions. There was discussion about whether people could opt in or not. Paul Ayers expressed concern that each of these sessions was about 2 hours and he felt that much of it could be done in 20 minutes. Debbie said it was likely that once we had sorted out what the Bishop's Council felt was needed that people could choose which sessions were most pertinent for them.

It was agreed that we would invite the trainer, perhaps to the November meeting, to discuss the needs of the Council.

b. Accounts

Debbie explained that Sharron Arnold and Roland Clark had offered to deliver training on understanding accounts - from their slightly different perspectives as DBF Chair, and Chair of the Audit Committee.

It was agreed that there would be an extra evening session in February for accounts training.

4. Minutes of meeting held on 9 July 2009

These were agreed.

5. Matters Arising

a. Cottingley

Cottingley Cornerstone Centre have negotiated loan facilities which allow them to offer repayment of 90% of the Diocesan loan by the end of 2009 (£886,500 of £985,000 loan) with the repayment of the balance of £98,500 spread over 7 years. The Finance Committee have recommended that the DBF agree this arrangement.

b. Diocesan Day

Bishop David reported that Diocesan Day 2010 would be on 17 April and that Robert Paterson, Bishop of Sodor and Man, would be the main speaker. The theme is 'Ministry for Mission'.

6. Employment and Personnel Matters

a. Protecting and Safeguarding Children & Young People - Revised Diocesan Policy (BISCOU/09/31)

Jenny Price, Safeguarding Officer, explained that most of the responsibility for safeguarding lies with the parishes, but as a Diocese we need to provide the resources to assist this. She explained that the revised policy was a statement of intent, and is an update of the existing policy but now extends to incorporate safeguarding, which is slightly broader than child protection.

The policy will be backed by procedures which will be regularly updated as new information becomes available and/or as regulations change. Bishop's Council was asked to endorse pages 1 and 2 of BISCOU/09/31 as the policy, and the following pages will be revised and then sent to the Employment & Personnel Committee for comment and approval.

Nick Jones was concerned that the policy is unclear in several areas. Paul Ayers said that he was not confident about the speakers at the Conference earlier in the week, and that lack of confidence stemmed from the unclear advice given.

He felt this was reflected in the document. David Lee said that he would be happy to support conversations with statutory bodies if there were areas of concern in their procedures.

Nick Jones said he would rather see the whole document together with the procedures. He said there are currently a lot of internet threats which were not mentioned in the information. Jenny Price said that she too would like to see the procedures endorsed. Members were told that www.ceop.gov.uk was an excellent and informative site. Jenny agreed to meet up with Nick Jones to discuss his concerns.

It was agreed that pages 1 and 2 suitably revised (ie give greater clarity to the points on page 2) would go to Synod as the Diocesan Policy. There will be some supporting pages explaining that we will keep abreast of the continually changing legislative requirements and new procedures. Any concerns are to be fed back to Jenny or Debbie.

This will need to be a longer item at the Synod and although only pages 1 and 2 would be the subject of debate, the supporting material would be available for inspection.

b. 'Creating a Safer Church' Information Sharing Agreement (MAPPA) (BISCOU/09/18)

Peter Foskett explained that this document had been ongoing for some time and he was happy with the legal content. Bishop David said he would prefer to have a separate document from Wakefield so that he is only responsible for what happens in Bradford.

The Council agreed to the signing of the Information Sharing Agreement for Bradford alone.

c. Lay Pension Scheme Review (BISCOU/09/19)

a. Introduction

Debbie Child introduced the paper drawing attention to the reasons for the options recommended by the Employment Committee. She explained that the paper was in two halves, suggesting a revised Defined Contribution Scheme for new employees and amendments to the Defined Benefits Scheme for existing staff. The Employment Committee would like to make changes for new staff quite soon, because there are some senior positions which will become vacant in the next 12 months.

Sharron Arnold queried why the Employment Committee was not recommending opting back into the S2P, particularly when the Clergy Scheme's paper (to be discussed the next day) was pushing this quite strongly. Debbie responded that opting into S2P would change the relationship between employer and employee and would move the

responsibility to a third party; that third party would be successive governments and the Committee felt this might be too big a risk for employees. Sharron was unhappy that the Employment & Personnel Committee was against S2P given that this option was very prominent in the revised options for the clergy scheme.

(NB As a result of Sharron's comments the Actuaries have been asked to produce figures for opting in to S2P. It is likely that it is much less beneficial to the employer for this small scheme with 25 employees, compared to the savings which will be made in the much larger clergy scheme).

After much discussion not much headway was made and it was agreed that the Finance Committee would look again at this and perhaps give some financial advice, bearing in mind the comments made at Bishop's Council.

It was agreed that the Debbie Child, the officer liaising with the Pension's Board. should attend the Finance Committee.

The meeting adjourned for the night at that point and items d, e and f were left in abeyance.

SATURDAY

7. Bishops Matters

BISCOU/09/33 - referring to authorisation of 'Links' visits - was requested by the Bishop and tabled by Malcolm Halliday. Bishop David said this was about trust and do we trust the groups working on our behalf, because we are often quite destructive of their work and recommendations? When we have agreed the budget ought it to be left to the sub-committees? Perhaps we need to find a balance.

Nick Jones asked if those making visits had to find any of the funding themselves as might happen in a parish group. Paul Tudge asked, after some further debate, if we could agree to change this policy. Peter Foskett felt that Malcolm's point about accountability was a valid one; the Bishop's Council needed to hold the responsibility for authorising payments and agreeing who is to represent Bradford on visit to Links Dioceses, but if it is going to delegate the responsibility for agreeing visits and authorising payments it should be clear to whom.

It was agreed that the Officer, ie in this case the Bishop's Officer for Church in the World, would authorise those decisions.

8. Church in the World matters

Sam Randall said that there had been a good visit from the CUF Chairman who was impressed by the density of our activities.

9. Ministry and Mission matters

Paul Slater said that there had been an excellent 'Going for Growth' Vision Day with Robin Gamble and Sue Hope and that the Group would be bringing some recommendations to the Bishop's Council in the future.

10. Education matters

There were none.

11. Communication matters

Mike Moss reported that the new e-mail system to incorporate bradford.anglican.org will be in place by the end of October 2009. He also said that the Group was looking at the protocol for announcements, particularly about clergy leaving the Diocese.

12. Future Faithful - the Next Step

a. Grid of Priorities for consideration (BISCOU/09/20)

Paul Ayers was concerned about the structure of the grid. Some proposals are huge, some are tiny - there is no clarity about what kinds of items they are. He went on to say that there should be a column for objectives, that 'activity' cannot be substituted for 'achievement'.

Bishop David said he would look again at the outcomes but it was agreed that this was an internal document to help with our processes and keep 'Future Faithful' on track. Point 4.2.4 was moved to a number one priority. It was noted that 5.6.1 had already started but the main committees had yet to determine terms of reference and ways of working.

Paul Tudge asked if the Council could engage more with diocesan activities - was it possible to allocate a couple of topics to each elected member to take an interest in? There was some concern that this might be seen as checking up on Officers' work. David Lee suggested that this would be about encouraging and not reviewing the work, and members could offer prayer in support of the various projects. Jill Wright felt that this was a very good idea.

Paul Ayers said we needed to concentrate on core activities. We cannot do everything particularly in these times of constraints and it would be better to look at which of these items we do not need to do.

Peter Mayo-Smith thought it would be good if there was a brief update at each Bishop's Council, say for the number one priorities.

It was agreed to allocate areas of work which elected members would support and encourage.

b. Matters referred specifically to Council/DBF for their comments and report back to Synod as per Synod motion:-

'that this Synod welcomes the report 'Future Faithful - the Next Steps for the Diocese' and requests the boards, councils, committees and officers of the Diocese to consider the strategy and proposals and report back to this Synod'.

Bishop David felt that Future Faithful was coming to an end and we were ready for some new ideas - we need to be open to the future.

There was no discussion of matters referred to the Council for comment.

13. Church in the World and Ministry and Mission Synodical Liaison Committees' areas of responsibility and priority for the coming triennium (BISCOU/09/21)

Church in the World - The Council looked at the areas of responsibilities listed on the paper, beginning with Church in the World. Sam flagged up that he thought that Emergency Plans were really about emergency accommodation and he would like that to be handled by the Diocesan Office. It was agreed that further discussion ought to be had with Rod Anderson who currently holds the Church brief for emergency planning in Bradford Met. Peter Yorkstone holds the brief for North Yorkshire and neighbouring dioceses for the other authorities.

Paul Ayers reiterated that this was all important work but we don't need to do everything; we must be more radical about stopping doing things as the real life of the Church is in the parishes. Paul Slater said he had some sympathy with this and we could make some changes, eg lose drama and family life. Sam Randall felt that we could lose ethics, urban, public authorities. Paul Tudge thought deaneries could be the place for some of this work to happen; the work is important, but the Centre wasn't necessarily the place for it to be initiated.

Sallie Bassham suggested that the list went out to Rural Deans and Lay Chairs to see what they felt they could hold. John Nowell, on the contrary, felt that the information from the Centre was useful. He could not possibly be involved with all this work himself but he disseminates the information from the Centre to those in the parish who are interested, so he would prefer the present system to continue.

Ministry & Mission - Paul Slater said that drama and FLAME are not covered at present. Ministry & Mission would be happy to give some support to a drama group if it was initiated by interested parties.

Tourism - much has now been devolved to deaneries but we need to keep an overview. Refugees and Asylum Seekers would be renamed "New Arrivals" and World Development "Issues" rather than WDM. BCDD was a separate body and should be omitted.

It was agreed that disability would move from Church in the World to Ministry & Mission.

Nick Jones would like to add Student Ministry. This needs to go on a future agenda for further discussion. (See list at the end of the minutes for the revised areas of responsibility for Ministry & Mission and Church in the World.

14. Income and Expenditure Review Group Report (BISCOU/09/22)

It was agreed that BISCOU/09/22 would be deferred until the budget item.

Sharron Arnold in the chair

15. Finance matters:

a. Minutes

These were noted.

b. Any matters arising previously notified

There were none.

c. Stipend for 2010 (BISCOU/09/23)

Debbie Child reminded the Council that there had been a meeting with the Bishop, stipendiary clergy and paid DBF employees earlier in the year to discuss a possible pay freeze in 2010. The reason that she had put this on the agenda much earlier in the year, as was normal, was to clarify the position for clergy as soon as possible. There had been no real consensus at the meeting and the clergy had put forward a variety of views. Not a great deal of support was given for a pay freeze. The National Church (Central Stipends Authority) has recommended a 1% increase for 2010 and after considerable discussion:-

It was agreed to go with the 1% increase with 10 in favour and 3 abstentions.

John Nowell suggested that if more money came in than was expected it might be possible to offer a further increase, but the Secretary cautioned against making too overt a link between stipend levels and share collection as this could be controversial.

d. Final Budget 2010 (BISCOU/09/24)

Malcolm Halliday highlighted various changes that had been made to the budget since the summer. The Income and Expenditure Review Group had suggested a 2 year standstill on housing *improvements* which would result in a reduction of £120,000 in expenditure. There was some concern about maintenance of houses, ie necessary repairs, decoration and replacement of

time-expired equipment such as boilers, but the Council was assured that about £320,000 remained in the budget for this purpose.

There was a query about the proposed reduction of the inter-faith budget. Sam explained that much time is given by the Adviser to the National Church and to BCDD and the reduction in the budget would only reflect what was actually happening with the Adviser's work. The suggestion was that BCDD would pay for 2 days of the Interfaith Adviser's time and the Diocese would pay for 2. The Bishop and Denise were very concerned about any reduction from the Diocese. Paul Ayers pointed out that we could not simply measure what we give to interfaith by the payment of the Adviser. We give additional time and money, particularly by maintaining clergy in multi-faith areas; this is also part of our contribution to interfaith.

The Bishop was concerned about this change to the extent that he told the Council that if the reduction was supported he intended to vote against the budget and would speak against it at the Synod. There was some obvious concern from the Bishop's Council at this suggestion; Sallie Bassham was uneasy that the focus was on only one of the cost cutting decisions, but Bishop David said that he thought that inter-faith was suffering at the moment and that Hindus, Sikhs and Jews were concerned at the lack of Episcopal involvement. There is a review of 'Presence and Engagement' provision in progress so it may be useful to wait and see what this recommends.

It was then agreed that there would be no reduction to the interfaith budget in the 2010 budget; the initial (June) figure would stand.

The Links budget had been reduced to supporting (financially) only the Sudan. Jill Wright, as chairperson of the Southwestern Virginia group, was very concerned, saying that this would sever our links with Southwestern Virginia. Paul Tudge felt that we needed to face up to the fact that if Links are to continue then funds need to be specifically raised. It does not mean that the Links will stop; just that we have to go about it in a different way.

Overall there were £350,000 of reductions, net of additional Future Faithful costs, identified under agenda item 12, taking our operating deficit to just over -£81,000 from -£434,500. Malcolm Halliday pointed out that the cuts that had been done this year had pared the budget down to the bone and if further reductions were required next year this would mean significant pieces of work would have to stop and posts would have to go.

Paul Ayers said that congratulations were to be given on the reductions that had been achieved, but that we should be more radical and not just continue the range of work we have always done, some of which he suggested were more appropriately dealt with by other agencies.

Bishop David asked what the future was of the post supporting the Property Officer, which was set up to allow the Property Officer time to work on the development of land and buildings; there is much less development work at

present. The Secretary said that there was no current plan to continue this post after the present post holder; however if the level of future development work suggested in the proposal concerning an Endowment Fund was pursued then there would probably be a need for such a post.

In the budget was a saving of £61,000 against the lay pension scheme deficit, as the Pensions Board had agreed that it would be possible for the DBF to repay the sum over 10 years, which would considerably reduce the outstanding amount; however, this is dependent on extending the pension age to 65 and, therefore, in order to have a proper consultation with staff, this saving would be taken out of the budget until and if such a change had been agreed. This brings the deficit back to around £150,000.

The Council then agreed that the £150,000 deficit would show on the budget but would be taken from reserves. This could be tolerated in 2010 but projected deficits for later years would have to be tackled.

This was carried with 1 abstention.

e. New Initiatives Fund/Deanery Devolved Funds

a. Sums available

There is only £85,000 available, as shown in June.

b. Who is to draft new (refined) terms of reference?

How will this change be disseminated? Should there be one fund or still split it into two - would it be a mission fund, would it all go to the deaneries, would it remain with New Initiatives?

It was agreed that there would be one fund held centrally and known as a Mission Fund but deaneries could apply for the money. It was agreed that the New Initiatives Group, to which Paul Tudge was added as the clergy member, would draft terms of reference for the new Mission Fund.

c. Grant application

A grant application for £10,000 which would normally have been dealt with by the Group but as it had not met this quarter, the proposal had come to Bishop's Council.

The grant application for the Families & Development Worker for Bolton by Bowland and Grindleton was approved - £5,000 for 2 years - a total of £10,000.

f. Proposed change to Articles of Association

A background paper was circulated by Peter Foskett. Sharron Arnold explained that the suggestion to produce a summary of the accounts was to simplify the amount of information sent to members, but the full accounts would always be available for those who requested them. Peter said that a summary is usually a fairly standard document; it is not brief and gives all the information that is needed, not simply what is required by financial regulations. In order to make this change, the DBF would have to write to present members and each new member to allow them to elect whether to have the summary or remain with a full set of accounts. If a member did not elect then only a summary would be received.

It was agreed to table the Special Resolutions at the EGM. This was carried with one abstention.

Bishop in the Chair.

16. Clergy Pensions (BISCOU/09/25 and 26)

a. Finance Committee's comments

Sharron Arnold said that the Finance Committee struggled to raise much enthusiasm for any of the suggestions put forward by the National Church, but it did recognise that it was probably impossible to carry on with the Scheme as it was. If pushed, it would support the hybrid scheme. Peter Mayo-Smith pointed out that part of this would be opting into S2P, the second State pension scheme, and he would be concerned about how this would be affected by future cuts in State spending, ie the clergy would be at the mercy of future governments.

To opt into the S2P would mean that the DBF would have to offer an increase in stipend to compensate clergy for an increase in National Insurance; there would also be an increase in Employer's National Insurance.

Paul Ayers said he would at all costs want to defend the Defined Contributions Scheme.

David Lee pointed out that pension is part of the deal that people have signed up to when they take on the role and they could reasonably expect to receive it at the end of it.

b. The Council's response to be sent to London

Moving the retirement age to 68 - this was carried with two against.

Model 1 - 5 in favour,

Model 2 - no support,

Model 3 - 7 in favour. In the response to London we should reflect that there was no clear choice between models 1 and 3.

Mike Moss said that he would like to consider a 50/50 percentage for the hybrid scheme so that there was less risk for the clergy and more for the Diocese. Sharron will reply to London.

17. Appointments to Chairmanships (BISCOU/09/27)

The following was agreed - to approach:-

Board of Finance

Chairman: Sharron Arnold
Vice Chairman: Peter Mayo-Smith

Audit Committee

Chairman: Roland Clark

Assets Committee

Chairman: Ian Hepworth, one of the members

Property Committee

Chairman: David Nelson (Marton)

Employment & Personnel Committee

Chairman: Marilyn Bannister would be asked

DAC

Chairman: Alan Fell would be invited by the Bishop provided the other statutory consultees agreed.

Mission & Pastoral Committee

Chairman: Raymond Edwards would be invited to take the chair; however, the Bishop indicated that he intended to take his place as a member of the new Mission & Pastoral Committee, but he would reserve the right of his successor to take the Chair.

Board of Education

The Chairperson would be elected from the new Board in the New Year as the Bishop has chosen not to be the chair.

Structures Review Committee

It was agreed that this would be deferred.

Retired Clergy

It was agreed that this would be deferred.

Vacancy in See Committee from 1.1.10

Chairperson: Sallie Bassham
Secretary: Sharron Arnold

18. Appointments to Committees (BISCOU09/28)

Finance Committee

Existing members Raymond Edwards, David Gibson, Mike Moss, Simon Dennis, Matthew Taylor and John Nowell would be appointed and Nigel Wright would be invited to join the Committee.

Audit Committee

This is delegated to the Finance Committee.

Church Building Fund

It was suggested that Mike Overton and Norman Finnigan be asked in addition to Jeremy Mackrell, Sharron Arnold, David O'Brien and Alex McLelland.

New Initiatives Fund/The Mission Fund

Paul Tudge was elected and it was agreed that the lay member would wait until all elections to Bishop's Council were complete.

Employment & Personnel Committee

Nora Whitham was to be re-elected as a member in order to maintain continuity with Safeguarding and Race and Culture.

David Mewis had volunteered to serve and Mavis Nevill is to be invited to be a member.

DAC

It was agreed that this would be deferred.

Synodical Liaison Committees

It was agreed that this would be deferred until the Bishop's Council had a full complement and then it is intended to appoint the Chairman from among the elected members instead of co-opting.

Structures Committee

It was agreed that this would be deferred.

Synodical Agenda Committee

It was agreed that Zahida Mallard would be invited.

Retired Clergy

It was agreed that this would be deferred until after the Chairman was in post.

19. Co-options to Bishop's Council

The Bishop would prefer not to use co-options unless absolutely necessary.

20. Do we wish to invite any Chairs to be in attendance at Council Meetings?

If possible, Bishop David would prefer Chairs to be selected from those who had chosen to be members of the Council.

21. Arrangements in light of the retirement of the Diocesan Secretary on 31.3.10

A Confidential Minute is held by the Bishop's Chaplain.

22. Anglican/Methodist Covenant Report (BISCOU/09/29)

a. Is the Report satisfactory to go to Synod?

The Council discussed the Report.

There was an issue about the Anglican use of the fermented grape, in particular where people are known to be alcoholics. As it is Canon Law to use fermented grapes this would need further discussion.

Paul Ayers was very concerned about careful preparation of any motions to General Synod.

b. Are motions acceptable for debate?

After much discussion it was agreed that items 4 and 5 of the proposed motion would be deleted.

23. Diocesan Synod Agenda for 7 November (BISCOU09/30)

Because of the need to extend the safeguarding item it was agreed to defer item 11 on the agenda, 'Communion without Confirmation', to a time when it could be given proper consideration and not be squeezed by the Safeguarding issue. It was also agreed that the Presidential Address would move ahead of the safeguarding item.

24. Endowment Fund

The Income & Expenditure Review item was raised briefly, as it had been agreed that this would be looked at alongside the budget, but it hadn't and time didn't allow it at this point; however there was particular concern about the setting up of an Endowment Fund.

After some discussion it was agreed that suggested Terms of Reference for the Fund would be put forward for consideration, by Malcolm Halliday and David Lee, at the next Bishop's Council

The meeting closed at 4.45pm.

**Date of next meeting:
Thursday 12 November 2009 at 7pm
Kadugli House, Board Room**

CHURCH IN THE WORLD
SYNODICAL LIAISON COMMITTEE
Extracts from the Constitution

Current Areas of Involvement - Engaging with the world outside the church

Community Development (including Church Urban Fund)
Diocesan Partnerships
Ecumenical relations
Environment
Fairtrade
Interfaith (including Bradford District Faith Forum)
Mission Agencies
New Arrivals
Political issues (anti-extremism, etc)
Racial Justice
Rural
Social Justice (including Changemakers and other special projects)
World Church Links
World Development Issues

MINISTRY AND MISSION
SYNODICAL LIAISON COMMITTEE
Extracts from the Constitution

Current Areas of Concern

Licensed Lay Officers – training and support
Children’s work
Churchwardens - training
Deaf ministries
Disability issues
Eucharistic Ministers – training and support
Funding support and stewardship advice to parishes
Healing ministries
Initial Ministerial Education/Continuing Ministerial Education
Lay people – continuing education and training
Ministry Development Teams
Mission and evangelism development
Ministry to Older People
Ordinands – selection and training
Race and Culture within the Church
Readers – selection, training and support
Resources Centre
Retired clergy and spouses’ support
Spirituality and Spiritual Direction
Tourism ministries
Worship and Liturgy resources development
Youth work