Minutes of the Board meeting held 9 September 2020, via Zoom conferencing.

Present:
The Rt Revd Nick Baines (Chair), Mr Matthew Ambler, The Ven Paul Ayers, Canon Mr Simon Baldwin, Mrs Marilyn Banister, Ms Kay Brown, The Revd Canon Sam Corley, The Ven Dr Anne Dawtry, The Very Revd John Dobson, Canon Mrs Jane Evans, The Rt Revd Dr Jonathan Gibbs, The Ven Jonathan Gough, The Rt Revd Dr Helen-Ann Hartley, The Rt Revd Dr Toby Howarth, The Ven Andy Jolley, Mr Andrew Maude, Canon Ann Nicholl, The Rt Revd Tony Robinson, The Rt Revd Paul Slater, Mrs Jane Wardman and Canon Mr Irving Warnett.

In Attendance:
Mr Peter Foskett (PF), The Revd Canon Andrew Norman (AN), Mr Geoff Park (GP), Mr Chris Tate (CT) and Mr Jonathan Wood (JW), Archdeacon Jonathan Gough.

Minutes:
Mrs Heather Burge (HB)

Papers:
All papers circulated for Leeds Board meetings are taken as read.

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<th>Item Number</th>
<th>Minute</th>
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<td>1</td>
<td>Opening Prayers.</td>
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<td>The meeting opened with prayers led by The Revd Canon Sam Corley.</td>
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<td>Welcome and Apologies.</td>
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<td>The Chair asked for formal confirmation from the Trustees that they were content to meet via Zoom conferencing.</td>
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<td>The Chair proposed:</td>
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<td>“That this Board, for the purposes of Article 9.3 of the Memorandum and Articles of Association of the Leeds Diocesan Board of Finance and for all business and</td>
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matters conducted during the holding of this meeting approves meeting by means of Zoom conferencing as a suitable means through which all participants may communicate with all the other participants”.

Agreed unanimously.

Apologies received from:
The Revd Canon Kathryn Fitzsimons
The Revd Nigel Wright.

3 **Declarations of conflicts interest.**

Members were reminded to declare any conflicts of interest concerning any items on the Agenda.

No conflict of interest was disclosed.

4 **Minutes of the Leeds Board held on 9 July 2020**

**Papers:** LB20 09 02 Draft minutes of 9 July 2020 Leeds Board.

The Chair proposed that the minutes of the Leeds Board meeting held on 9 July 2020 be approved.

The minutes were approved.

The Chair confirmed that the minutes would be signed electronically after the meeting.

5 **Matters arising from the Minutes of the meeting on 9 July 2020**

**Paper:** LB20 09 02 01 Open Actions at 09.9.2020

There were no matters arising from the minutes.

**Open actions at 09.9.2020**

JW reported that:
09-200709 Scrutiny working group – proposals for the group would be brought to the November Board meeting
04-200709 Millie Cork General Synod membership.
Millie Cork had resigned from General Synod. General Synod have confirmed that the resignation is within 12 months of the General Synod is due to be dissolved. Accordingly, the vacancy will not be filled in accordance with the rules.
All other open actions due for 09.9.2020 could be closed.

6 **Leeds DBF Register of Signings**

**Paper:** LB20 09 03 Extract of Leeds DBF register of signings

The Chair proposed that the matters contained in LB20 09 03 be noted.
All agreed.

| 7 | **CEO & Diocesan Secretary’s Update Report**  
|   | Paper: LB20 09 04 – CEO and Diocesan Secretary’s Report September 2020 |

JW spoke to the circulated report. He highlighted that new government guidelines had just been published and although it seemed that church services would be able to continue, there was a lot of uncertainty about other activities. The diocesan team continued to give support to a number of parishes who were seeking reassurance of their understanding of the various Covid provisions.

Church House was now open every day and staff were being encouraged to attend the office once a week. If there was a local lockdown in Leeds, this would be reviewed.

A new diocesan post of Director of Church Revitalisation would be advertised soon. The National Church would fund this five years post.

The work on PCR2 continued to generate significant pressure on the Safeguarding team due to the quantity of work. There were also additional financial costs to staff this. An additional Assistant Safeguarding adviser had been engaged and an additional safeguarding trainer would be assisting the team for two months.

Diocesan Synod was planned as a Zoom and in person Synod (for those who were not able to be present electronically). However, this would all depend on the recent government announcement and any local lockdown.

Questions

- It was important that the funding from the National Church of the new Church Revitalisation post be emphasised, so that people were clear about this when considering the diocesan budget.
- It was noted that the Covid restrictions in the diocesan office created a strange working environment and that this could have an impact on staff. Therefore, they needed to be looked after and supported in this.
- With reference to the Church Revitalisation post, confirmation was sought that Robin Gamble was engaged from a church growth perspective.

JW responded that Robin Gamble been engaged. The director would have oversight and bring together many of the things Robin had been doing. This would include work on resource churches, SDF projects and the link with buildings. The role would give collective drive and support for these areas and on delivering the Strategy.

The Chair confirmed the circulated Teams reports were taken as read and were for noting.

There were no questions and the reports were noted.
The Chair confirmed that the IICSA report on the Church of England would be published on 6 October 2020. Bishop Jonathan Gibbs confirmed that a letter from him and the Safeguarding National Director would be circulated to diocesan bishops concerning various matters. He complimented the diocesan safeguarding team on their work.

Finance Report, Parish Share report and FAIC minutes

Papers:
- LB20 09 05 Finance Board Report July 2020
- LB20 09 05 01 Parish Share report 31.7.20
- LB20 09 05 02 FAIC minutes 30.6.20
- LB20 09 05 03 FAIC draft minutes 23.7.20
- LB20 09 05 04 FAIC draft minutes 13.8.20

Presenters: GP

GP highlighted items from the circulated papers. The operating deficit to July 2020 was £340k, which was £0.5m behind Budget. He reminded the Board that the National Church had made an upfront payment in April, which affected the figures. It was likely that the deficit would increase throughout 2020. Parish share receipts were lower than budgeted and some costs had increased as the furlough scheme ended. Costs of clergy moves were also now being paid.

JW and GP had been working on an application for funding from the National Church 2020 support fund. It was hoped that the grant would be c. £1m.

Emergence Grants
The first round of funding closed at the end of July. 39 grants had been given totalling c£29k. A further 32 applications (totalling £26k) had also now been received. The main projects to be funded were for technology and traditional events.

Property
In addition to those in the written report, a sale had been agreed for The Rectory, Leathley at £903,000 compared with a market price of £750,000 and for Beachstones Barn, Bentham a sale was agreed £189,000 compared with a market price of £165,000.

Questions/Comments from the Board members:
- An update on the Arkengarthdale school sale was requested.

The Chair gave an overview of recent press coverage. There had been eight offers to purchase. Five of these were above the asking price. The group, which had involved the press, were asked if they would like to increase their offer but declined. The Leeds DBF as custodian trustee and the PCC were bound by statutory requirements and charity law and had complied with these.
• The initial amount for the Emergence fund was £50k. Was the fund to be increased as monies had been paid from the fund with other successful applications to meet?

GP responded that £200k had been allocated for mission at the beginning of the year. Further funds would need to be released but there had not been a FAIC meeting since the initial round of applications.

GP confirmed he would speak to paragraph 11 later in the meeting.

There were no other questions.

9  Appointment of Auditors – annual confirmation

This item has already been dealt with by written resolution of the Board passed on 7 September 2020.

This was confirmed to and noted by the Board members.

10  SDF update and briefing

Papers:
LB20 09 07  SDF Update September 2020
LB20 09 07 01  SDF Annual Review 24.7.20 BradfResrChs
LB20 09 07 02  SDF Annual Review 25.3.20 BradfCCRC
LB20 09 07 03  SDF Annual Review 01.5.20 Leeds EA
LB20 09 07 04  Reaching Generation Next July 2020.

Presenter: Jonathan Wood.

JW outlined that there were three SDF programmes currently in place in the diocese. Some work had been affected by Covid and would have to be re-planned. However, all were moving forward positively.

Leeds resource church and intern programme.
The only RAG marked red initiative was Holy Trinity Boar Lane. There were difficulties in recruiting to this project. Some changes had been made and there was now renewed optimism for this.

Bradford resourcing churches
All of these were reaching out to communities and there was a lot of positivity about progress and new opportunities.

Fountains Church, Bradford
The building works had begun. It was hoped that the church would be open and in use by Christmas 2020.
The lessons learnt would be used for the next SDF bid. The next bid would be for projects with young people in the Wakefield and Huddersfield episcopal areas. This would be a different type of project from those currently in place. They would be using a hub model rather than relying on large churches.

Bishop Toby Howarth outlined that the Bradford EA was meeting monthly with the clergy teams from churches involved with the SDF projects to discuss what they are doing and what works and what doesn’t. During Covid, the administrative support provided to the SDF projects has been invaluable in enabling these churches to be involved in their communities.

Questions/Comments from the Board members included:

- How to churches get to hear about what is being learnt from the SDF projects?

There was an EA forum and meeting every two to three months. This provided a conduit for making the learning more widely available. In addition, there was a sharing between Leeds EA and Bradford EA and via the deanery synods and clergy chapter meetings.

- Re Holy Trinity Boar Lane, Leeds – would an impact of the Covid pandemic be that more people are working from home, rather than being in the city centre. Had this been considered when pursuing the project?

Bishop Paul Slater confirmed this had been considered and discussed and that the project would be continuing. He thanked JW for bringing the reports to the Board.

Bishop Toby Howarth commented that in Bradford people wanted to go in to the city centre even if they were not working there. There seemed to be a significant commitment from the churches to this.

JW responded that these were one off projects and the learning from them could be taken wider in the diocese.

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### 2021 Budget and Sustainability Plan

**Paper:** LB20 09 08 2021 Budget and Sustainability Plan
**Presenters:** IW and GP
IW outlined to the Board members that the matters contained in the circulated papers had been discussed at an extra FAIC meeting on 13 August 2020. Due to the short notice for the extra meeting, the meeting was not quorate but the discussion had been good. In addition to the FAIC members, Jan Ali had been able to be present.

IW gave an overview of the current financial situation and the outlook for the next few years. The likely current year operating deficit after reserves transfers would be c.£1.4m. FAIC believed that there would be likely to be a similar deficit in 2021 due to the Covid situation. This would mean that the reserves built up over the previous years, would be diminished and available unrestricted cash and investments would fall below the agreed £4m. Without any action being taken, by the end of 2025 free reserves would have disappeared.

Particular savings had been made in recent years but FAIC believed “slicing and dicing” would not work this time. FAIC recommended to the Board that there is a root and branch review of costs. This would need to first identify what legally had to be done by the diocese and then draw up the focus for achieving the diocesan Strategy and a sustainable diocese.

A substantial amount of work would be needed to do the initial work for the review. FAIC recommended that the broad parameter for the review would be a reduction of the annual budget by £1m ie to save £4m over four years.

GP highlighted that the deficit forecast for 2021 was £1,167k. However, it was unknown what the parish share receipts would be. Though it was thought that it was unlikely parish share would recover to the 2019 level or that budgeted for in 2020. Contributors to this were expected to be ongoing restrictions on church activities, higher unemployment and some parishes re-building reserves used in 2020.

A best guess figure has been used for the 2021 budget ie an 83% collection rate. The current year expected collection rate is 74% and 87% was received in 2019.

GP drew the Board’s attention particularly to paragraph 15 in the circulated report. £100k had been included in the Budget for realised gains on properties. This had not been included before. There was a risk that although there were currently £1.4m of DBF assets on the property sales list, if the market dropped this would have an adverse effect on this.

Costs overall were £194k higher than the 2020 budget. This was mainly because of higher parish ministry and national church and property costs. The parish ministry element being the pension contributions.

Support costs were lower than 2020. This reflected roles unfilled and efficiency savings over the year.

Sustainability plan
The period being suggested for the full review was set out in paragraph 8 of the
Between September and Christmas 2020, work would be done on options to reduce costs. These will be presented to the February 2021 Board meeting with a view to implementation around May 2021.

GP drew the Board’s attention to paragraph 24 of the report. Even if share recovers, it was anticipated that there would still be an income loss and so an opening deficit in 2024 was now forecast at £699k, which was £487k higher than the 2019 plan.

Questions of clarification from the Board members:

- Although it felt like a crisis, the report and approach taken were encouraging and should be supported.
- It was important to remember the Strategy when looking at the sustainability of the diocese.

JW reiterated that the review would not be about slicing costs but about restructuring with in loving living learning. A process for this would be brought to the November Board meeting.

- The review would be about the sustainability of the parishes too. There would be a similar process at episcopal area level.
- The process would be how to effect the Strategy in monetary terms.
- Communication to the parishes would be very important going forward. It could be that some parishes, which have not taken on board the Strategy, will understand the issues around finance.

There were no other comments or questions.

The Chair proposed that the Board approve the 2021 Budget.

Approved.

The Chair proposed that the Board note the 2021-2025 Sustainability Plan.

Approved.

The Chair proposed that the Board commission the Chief Executive and Chief Financial Officer to begin working up cost reduction options.

Approved.
The Board are asked to approve the Agenda items at this meeting because the Preliminary Notice for the November Synod meeting needed to be circulated on 1 October 2020 ie before the next Board meeting on 5 November 2020.

JW highlighted that the Covenant for Clergy Care and Wellbeing, update on Strategy Goals and the Wellsprings motion (held over from the cancelled March Synod) would be considered at the November Synod.

Questions/Comments from the Board members:
The Covenant for Clergy Care and Wellbeing would be proclaimed at the September Synod and then debated at the November Synod.

Sam Corley, who was going to propose the motion at the November Synod, was convening a group on this ready to inform the debate.

The Chair to proposed:
That the Board approve the substantive items for the 14 November 2020 Diocesan Synod contained in LB20 09 09.

Agreed.

13  Diocesan Synod Allocations 2021-2024 term and mode of voting

**Circulated paper:** LB20 09 10 Diocesan Synod Allocations 2021-2024 term and mode of voting

**Presenter:** Jonathan Wood

JW outlined that the Board were asked to approve the proposal that the three options set out in the circulated paper be recommended for debate at the November Diocesan Synod and that the mode of voting recommended by the Board was first past the post, as STV was more difficult to administer by the deaneries.

Questions/Comments from the Board members:
- First past the post may not be popular with those who preferred STV
- It would be for the Synod to debate which form of voting should be used

The Chair proposed:
“That the proposals for determining the number of members for each deanery to be elected to Diocesan Synod in the 2021 Diocesan Synod elections and recommended mode of voting set out in paper LB20 09 10 are recommended for debate at the next Diocesan Synod.”
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| 14 | **FAIC member appointments Archdeacon Andy Jolley & Jan Ali**  
**Circulated paper:** LB20 09 11 Jan Ali Personal statement  
**Presenter:** Jonathan Wood  
The Finance Assets and Investments committee were looking to broaden the membership. It was proposed that Archdeacon Andy Jolley and Jan Ali (whose personal statement had been circulated to the Board members) be appointed to FAIC.  

It was thought that it would be advantageous to have an archdeacon on the committee. Jan Ali had attended the last two FAIC meetings and had brought a useful perspective to the group.  

Canon Ann Nicholl added that she knew Jan Ali and was happy to endorse her.  

The Chair proposed:  

“**That Archdeacon Andy Jolley and Jan Ali be appointed members of FAIC. Each to serve for a term of three years to 8 September 2023.**”  

The Board approved both appointments. |
|   |   |
| 15 | **Any other Business**  
**Bradford Diocesan Council for Social Aid – new Scheme**  
**Circulated paper:** LB20 09 12  
**Presenter:** Peter Foskett  

The Board had previously considered trustee appointments for the Bradford Diocesan Council for Social Aid. The charity was looking to amend its objects. A draft scheme for this had been submitted to the Charity Commissioners and this had been circulated to the Board members (LB20 09 12). PF highlighted amendments to the Board. The objects of the charity would be a broadened to be for “the benefit of the public to support and further all or any charitable activities carried out in connection with the Church of England in the Episcopal Area of Bradford in the Diocese of Leeds as the Managing Trustees think fit from time to time”. The Scheme also provided for a change to the terms of office of the trustees. There would be a staggering of appointments so that four of the eight trustees were appointed every two years. The Leeds DBF would remain as custodian trustee. It was confirmed that the managing trustees had approved the scheme.  

It was noted that the titles of Stephen Treasure, Zahida Mallard and Dale Barton, named in the Scheme, were incorrect. |
The Chair proposed: “That the Leeds Board as custodian trustee of the Bradford Diocesan Council for Social Aid (charity number 226436) (“BDCSA”), approves the proposed amendment to the name of the BDCSA and other proposed amendments to the governing documents of the charity as set out in the proposed Charity Commission Scheme LB 20 09 12”.

Approved unanimously.

GP left the meeting.

**Marrick Priory Trustees – appointments**

**Presenter:** Jonathan Wood

The Board (Leeds DBF) nominates two trustees to Marrick Priory Trust. The last appointments made by the Board in May 2019 were a member of the Education Team and the Buildings for Mission Officer from time to time. Richard Noake is the trustee from the Education Team.

The previous Buildings for Mission Officer had left her role and the role was vacant. GP now had responsibility for engaging directly with Marrick Priory and so it was proposed that the Board nominate the Chief Finance Officer or equivalent from time to time to be the DBF trustee instead of the Buildings for Mission officer.

It was proposed that the Board’s current nomination (ie Buildings for Mission officer) as the Board’s second trustee to Marrick Priory Trust is withdrawn and that the Chief Finance Officer or equivalent (from time to time) is nominated as the Board’s second trustee to Marrick Priory Trust.

Agreed unanimously.

**Rhythm of Life**

**Papers:** Rhythm of Life – Invitation Leaflet, Practical Commitment Card and Quick Start Guide

Three Rhythm of Life (RoL) materials had been circulated to the Board members. The Revd Canon Andrew Norman gave a brief overview of progress with the initiative. Details of the Rhythm of Life had been sent to all clergy and everyone who had attended the 2018 Diocesan Lay Conference. A Starter Session had been held on 8 September. Sixty people had attended, including some members of the Board. It was hoped that each episcopal area would hold a similar session. More information would be available on the diocesan website but it was also hoped that a Lent course would be available linked to Rhythm of Life.

Bishop Tony commented that the Starter Session had been a good start and the RoL team were meeting the following week to look at the feedback from the session.

Bishop Paul Slater confirmed that the new interns cohort would be using RoL.
Comments from the Board members included:

- It would be good to have a particular focus for young people.

AN confirmed that there would be resources specifically for young people, schools and households.

Board members were reminded that the next Sunday was Racial Justice Sunday and that there would be an event online from the Cathedrals.

Bishop Toby reported that the Sudan Link Appeal had so far raised £56,800 from donations, which was extraordinary particularly at the current time.

/together Project
The Chair was asked about the /together project.

In mid-2019, the Archbishop of Canterbury had convened a group to look at how after a decade of division (austerity, Brexit etc) how the next decade could be a decade of reconnection. The Bishop of Leeds was a member of the steering group (which included leaders from many areas of society), from this, a charity was formed, and the Bishop of Leeds is the Chair of the trustees. An online survey would be launched in the next two weeks. It was expected that /together would last for ten years and then end.

JW asked the Board members to let him have any feedback on the meeting with ideas for improvement.

Date of Next meeting:
The next meeting is on 5 November 2020.

The dates of the meetings for 2021 are:
11 February 2021
12 May 2021
14 July 2021
06 September 2021
10 November 2021

Close.
The Bishop of Leeds closed the meeting with the Grace.
Signed: 

Date: 

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