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DIOCESE OF ST ASAPH

TRUSTEE GUIDE TO THE MISSION AREA







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What is the purpose of this document?

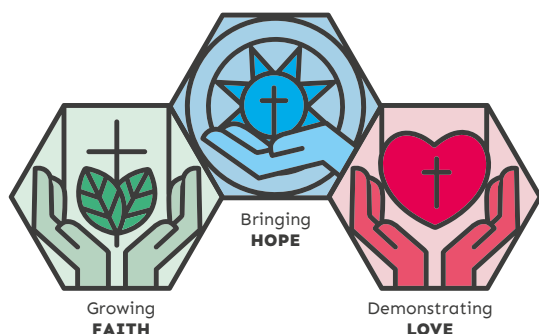
This document is intended to help you in your role as a Trustee of your Mission Area (Mission Area Conference Representative). The document aims to clarify the depth and breadth of this important role and its attendant legal responsibilities, as well as over viewing the purpose of a Mission Area and the role of the Trustee Board (Mission Area Conference) in driving it. We would, therefore, ask that you read the document thoroughly so as to protect both yourself and the Mission Area.

However, it is also important to acknowledge the opportunities that this role provides to drive the purpose, mission and work of the specific Mission Area in which you hold office. Without clarity around why you do what you do, being a trustee may seem to be an uninspiring list of tasks that need to be carried out. You and your fellow Trustees on the Trustee Board need to consider the beliefs that underpin the work of your Mission Area, as well as how you want your Mission Area to work together, with those who attend church and those who do not. Some underpinning beliefs to think about to get you started may include:

- **We believe that what we do in our Mission Area serves God**
- **We believe that what we do in our Mission Area provides a vital service to those who use our services and buildings**
- **We believe a well-run charity provides a better service to the community it serves**
- **We believe effective stewardship of our resources is a fundamental part of our faith**

You may, of course, want to add more or adapt these to suit your specific context.

With regard to the question of what underpins your work as a Trustee and as a member of the Trustee Board of your Mission Area, you may find the three phrases adopted by the Standing Committee of the Diocesan Conference a useful starting point for focusing your attention:



You may want to add some others too but if you can manage the three things above, that will make a huge difference to the communities you serve.

We turn our focus now to consider more generally why Mission Areas have developed, the roles and responsibilities of Trustees and the work of the Trustee Board in further of the aims and objectives of the Mission Area¹. For clarity, the following Glossary of Terms is provided.

Glossary of Terms

MAL	Mission Area Leader
MAA	Mission Area Administrator
MAW	Mission Area Warden
MAT	Mission Area Treasurer
MAS	Mission Area Secretary
MAGAS	Mission Area Gift Aid Secretary
MAC	Trustee Board (Mission Area Conference)
MAE	Mission Area Executive
SMT	Shared Ministry Team
Trustee	MAC Rep
Trustee Board	Mission Area Conference (MAC)

¹Please note that Charity Law can change from time to time. This document was correct at the time of publication.

The Mission Area

What is a Mission Area?

We begin by exploring the thinking behind the creation of Mission Areas. At the heart of the 2020 Vision was a recommendation that the Church in Wales should move beyond our system of parishes and deaneries to create Mission Areas. It was once the case that people lived and worked and spent their lives in the same parish, and each parish often had its own clergy. Parishes had a close relationship to their local community - which is still valuable - and became used to being self-sufficient. People rarely looked beyond their parish boundaries. Today our culture is very different and people travel freely and belong to different communities across a much wider area. Mission Areas help reflect this new reality by helping connect churches in their wider community. The Church has always looked to serve its community, but as these communities change, so must the way in which we engage with them. So a Mission Area is a group of church communities working together to share the Good News of Jesus Christ with a particular locality, going out into the communities they serve rather than being inward looking. By working together, these churches can share resources and leadership to fulfil our mission and calling as God's people.

What does a Mission Area do?

The Constitution of the Church in Wales defines the role of the Mission Area as:

"The promotion of the whole mission of the Church, pastoral, evangelistic, social and ecumenical"

- **Pastoral** – looking after people - 'Demonstrating Love'
- **Evangelistic** – telling people about Jesus and God - 'Growing Faith'
- **Social** – inviting people to be part of the church family, and serving the communities forming the Mission Area - 'Bringing Hope'
- **Ecumenical** – working with other faith organisations in serving our communities

You may want to work together to map how the work of the Mission Area fits in to these aims. The Leading your Church into Growth (LyCiG) four Ps may be a useful tool to use for this exercise (www.leadingyourchurchintogrowth.org.uk).

Checklist



I understand the aims of the Mission Area.



I am aware of the plans to help the Mission Area achieve those aims.



The Structure of a Mission Area



Trustees

What does being a trustee mean?

Trustees use their skills and experience to support the Mission Area, helping it achieve its aims. Being a trustee means making decisions that will impact on people's lives, making a difference to the local community and/or to society as a whole. Trustees have overall control of a Mission Area and are responsible for making sure it is doing what it was set up to do. Trustees have, and must accept, ultimate responsibility for directing the affairs of a Mission Area and delivering the charitable outcomes for which it has been set up. This is a shared/collective responsibility that cannot be passed to one or two members of the Trustee Board. You will have signed a declaration (Trustee eligibility declaration form (publishing.service.gov.uk) (or see appendix 1) to say that you are not excluded from being a Charity Trustee.

Specifically, Trustees have a Duty of Prudence:

- to ensure that the Mission Area is well run and will remain solvent
- to use funds and assets reasonably - funds should only be used for the furtherance of Mission Area's objectives
- to avoid activities that might place Mission Area's funds, assets or reputation at undue risk
- to take special care when investing the funds of the Mission Area (or borrowing funds for the Mission Area to use)

Other important issues/requirements include:

- Trustees must be 'disinterested' and are responsible for safeguarding the public benefit
- Some of the functions of the trustees may be delegated, subject to standing orders (rules and regulations), but overall responsibilities cannot be delegated
- Trustee Board (MAC) members may find themselves personally liable for any debt arising under any contractual obligation that they have agreed to if the Mission Area finances cannot cover that debt.
- Inept or imprudent trustees can be personally liable for losses
- There is no liability unless 'recklessly negligent'

The Main Duties of a Trustee

1. Ensure your Mission Area is carrying out its aims for the people who live and worship within the Mission Area. You and your co-trustees must make sure that the Mission Area is carrying out

the purposes for which it is set up, and no other purpose. This means you should:

- a. ensure you understand the aims of the Mission Area as set out in the Constitution
 - b. plan what the Mission Area will do, and what you want it to achieve
 - c. be able to explain how all of the Mission Area activities are intended to meet the aims of the Constitution
2. Comply with the Church in Wales Constitution and the law. You should take reasonable steps to find out about legal requirements, for example, by reading relevant guidance or taking appropriate advice when you need to, in order to:
 - a. make sure that the Mission Area complies with the Constitution
 - b. that the Mission Area complies with Charity Law requirements and other laws that apply (for example, Registered charities must keep their details on the register up to date and ensure they send the right financial and other information to the Charity Commission in their annual return.)
 3. Act in the Mission Area's best interests. This includes making sure that:
 - a. You do what you and your co-trustees (and no one else, not even the Church Committees) decide will best enable the Mission Area to carry out its purposes
 - b. with your co-trustees, you make balanced and adequately informed decisions, thinking about the long term as well as the short term
 - c. you avoid putting yourself in a position where your duty to the Mission Area conflicts with your personal interests or loyalty to any other person or body
 - d. you do not receive any benefit from the Mission Area unless it's properly authorised and is clearly in the Mission Area's interests; this also includes anyone who is financially connected to you, such as a partner, dependent child or business partner
 4. Manage your Mission Area's resources responsibly. You and your co-trustees should put appropriate procedures and safeguards in place and take reasonable steps to ensure that these are followed. Otherwise you risk making the Mission Area vulnerable to fraud or theft, or other kinds of abuse, and being in breach of your duty. You must act responsibly, reasonably and honestly. This is sometimes called the duty



of prudence (see 'What does being a Trustee mean' above also). Prudence is about exercising sound judgement. Practically, you and your co-trustees must:

- a. make sure the Mission Area's assets are only used to support or carry out its purposes
 - b. not take inappropriate risks with the Mission Area's assets or reputation
 - c. not over-commit the Mission Area
 - d. take special care when investing or borrowing
 - e. comply with any restrictions on spending funds
5. Act with reasonable care and skill. As someone responsible for governing a Mission Area, you:
- a. must use reasonable care and skill, making use of your skills and experience and taking appropriate advice when necessary
 - b. should give enough time, thought and energy to your role, for example by preparing for, attending and actively participating in all trustees' meetings
6. Ensure your Mission Area is accountable. You and your co-trustees must comply with statutory accounting and reporting requirements. You should also:
- a. be able to demonstrate that your Mission Area is complying with the law, well run and effective
 - b. ensure appropriate accountability to members, if your Mission Area has a membership separate from the trustees
 - c. ensure accountability within the Mission Area, particularly where you delegate responsibility for particular tasks or decisions to staff or volunteers

Checklist



I have signed a Trustee declaration that I am a fit and proper person and am not barred from being a Charity Trustee.



The Trustee Board (Mission Area Conference)

What is the Trustee Board (MAC)?

As we have seen, individual Trustees are the people who lead the Mission Area and decide how it is run, and they do this primarily through their work on the Trustee Board. The primary focus for the Trustee Board (MAC) is the overall management of the Mission Area, which is the Charity. The members of the Trustee Board (MAC) are therefore the **Charity Trustees**. This is because the property within the Mission Area, together with the money and other assets, are held by the Trustee Board **ON TRUST** for the Mission Area.

Whilst members of the Trustee Board are mainly drawn from the churches within the Mission Area, their role is not to represent that church but to manage the Mission Area for the benefit of all who worship and live in the communities within the Mission Area.

Being Eligible to join the Trustee Board (MAC)

You must be 18 years or over to be on the Trustee Board (MAC) and you will have been asked to make the following declaration:

I, [full name], declare that I am a Communicant over eighteen years of age and that my name is properly entered on the electoral roll of this Mission Area, that I will faithfully and diligently perform my duties as a Trustee during my year of office, and that I agree to accept and be bound by the Constitution of the Church in Wales.

What are the main areas of focus for the work of the Trustee Board (MAC)

The following is a list of the main areas of focus for the Trustee Board (MAC).

The Trustee Board can delegate powers to the sub-committees to work on these different areas, but the ultimate responsibility always remains with the Trustee Board and Trustee Board members.

1. Managing and raising Mission Area finance (usually delegated powers to the Finance Sub-committee)
2. Property and buildings (usually delegated powers to the Property Sub-committee)
3. Strategic planning for church growth, worship and pastoral care in the Mission Area (usually delegated to the Shared Ministry Team)
4. Personnel (usually remains with the Trustee Board)

5. Consideration and discussion of matters concerning the Church in Wales or otherwise of religious or public interest (usually remains with the Trustee Board)
6. Production of necessary annual reports and accounts for the Charity Commission (usually remains with the Trustee Board). (Registered charities must keep their details on the register up to date and ensure they send the right financial and other information to the Charity Commission in their annual return)
7. Annual review of the Electoral Roll and production of a new Electoral Roll every five years (in years ending with 2 or 7)
8. Mission Area Policies - Every Trustee Board (MAC) is expected to have discussed and adopted policies which set out how the charity will run. These policies protect both the trustees and the people working, volunteering and using the services of a charity. The Charity Commission requires charities to have some policies in place, and many grant-making organisations will require them too. The most common policies can be found here Policies for a Mission Area - Diocese St. Asaph (<https://dioceseofstasaph.org.uk/missionarearesources/policies-for-a-mission-area/>)

Making decisions as a Trustee Board

Charity trustees make decisions about their charity together, working as a team. Decisions don't usually need to be unanimous as long as the majority of trustees agree. In the event of a split decision, the Chair has the casting vote. Decisions are usually made at Trustee Board (MAC) meetings (see Section 3 below), either in person or online. Some decisions can be delegated, though the responsibility for decisions remain with the Trustees.

When you and your co-trustees make decisions about your charity, you must:

- act within your powers
- act in good faith, and only in the interests of your Mission Area
- make sure you are sufficiently informed, taking any advice you need
- take account of all relevant factors you are aware of
- ignore any irrelevant factors
- deal with conflicts of interest and loyalty – there are two types of conflict of interest – financial and loyalty



- make decisions that are within the range of decisions that a reasonable trustee body could make in the circumstances

You should record how you made more significant decisions in case you need to review or explain them in the future.

How the Trustee Board (MAC) operates

Terms of Reference of the Trustee Board (from the Church in Wales Constitution)

1. The Trustee Board MUST meet at least four times a year (see appendix 2 for Meeting Rules and Agenda Template).
2. It is a DUTY of the Shared Ministry Team (SMT) and Trustee Board (MAC) to consult together and co-operate in all matters of concern and importance to the Mission Area.
3. If the information is not laid out in the Constitution of the Church in Wales, the Trustee Board is responsible for deciding how it will operate. Things the Trustee Board may wish to determine could include:
 - The number of sub-committees
 - The powers delegated to those sub-committees
 - The expected outcomes from those sub-committees
 - Limits on spending put on those sub-committees
 - How spending above those limits should properly be referred to the Trustee Board
4. The Trustee Board is the normal channel of communication between parishioners and the Bishop. In the exercise of its functions the Trustee Board shall:
 - take into consideration any expression of opinion by any properly constituted church meeting
 - Consider collaborating with other Trustee Boards in order to make better use of resources or avoid duplication
 - Have regard for the environmental impact of the Mission Area's activities
 - Identify any potential risks where the Mission Area's strategic aims, objectives and direction may cause problems
 - Employment policies. If the Trustee Board is responsible for employing staff – e.g. administrator, youth worker, organist or verger – the Trustee Board must adhere to employment law

Composition of the Trustee Board (MAC)

The members of the Trustee Board are the trustees of the Mission Area. The Trustee Board is composed of:

1. Ex-officio members as set out in Church in Wales Constitution
2. Elected members (voted on)
3. Co-opted members (invited on)

Ex-officio Members

- i. Clergy (unless otherwise agreed between the Trustee Board and the potential ex-officio members)
- ii. Any full-time stipendiary lay workers
- iii. Mission Area Wardens

Elected Members

- iv. Such number of lay qualified electors from each church within the Mission Area as agreed by the Trustee Board and elected at the Annual Vestry Meeting, after the recommendation of the Church Congregational meeting – church committee should nominate as many representatives as necessary (including supplementary list, if appropriate)

Number of elected members cannot exceed 25

Number of elected members is to be fixed at the Annual Vestry meeting of the Trustee Board every year

Co-opted Members

- v. The Secretary and Treasurer, if not already either ex-officio or elected lay members
- vi. Such number (not exceeding seven) of lay members or clerics as Trustee Board (MAC) may determine
- vii. Such licensed readers (if any) as the Trustee Board (MAC) may determine
- viii. NO retired clerics are eligible to be co-opted

The following rules also apply:

1. The number of clerical members shall not exceed the number of lay members
2. Every lay member of the Trustee Board (MAC) shall be on the Electoral Roll of the Mission Area and over 18 years old – this is a Charity Law age limit – although other persons may be invited to attend and speak at meetings
3. Before assuming office, each lay member shall sign a declaration in prescribed form in a book kept by the Secretary of the Trustee Board for that purpose (see previous page).



Specific Roles on the Trustee Board (MAC)

Chair of the Trustee Board

- A Chair of the Trustee Board should be elected from the members of the Board (and will not necessarily be the Mission Area Leader).
- The Chair will lead meetings; and may be seen as the “ceremonial head” of the Trustee Board representing the Trustee Board at functions and other meetings.
- The Chair shall preside over Trustee Board meetings.
- The Chair has a casting vote in the event of an equality of votes.
- The Chair of the Trustee Board may be an ex-officio member of sub-committees of the trustee board

Mission Area Leader (MAL)

To lead and support the Mission Area (MA) in mission and ministry and to deepen the interdependent life of the church communities in worship and witness to enable them to engage with the communities they serve.

- leads the MA in prayer, worship and discipleship
- shares with the Bishop in his /her ministry of episcopate by giving focus to the work of the Church in the Mission Area.
- will be a catalyst for mission in the Mission Area by recognising seeds of mission and unlocking potential, developing and implementing a mission plan which encompasses a vision, priorities and strategic development plans to address evangelism, ministry, use of buildings, finance and growth. Growth in this context encompasses numbers, spiritual development and discipleship.
- will enable the MAE and SMT to function as effective teams of lay and ordained providing shared ministry and mutual support. Team members who are diverse in their ministries and outlook should be encouraged. Where necessary the MAL will discern and manage group dynamics.
- will provide pastoral support for the teams within a MA as appropriate, accessing diocesan support where necessary.
- will view the Trustee Board as essential to the life of the area and will seek in co-operation with its members to make it a dynamic structure for strategy, accountability and action.
- will be responsible for building the SMT within the MA, which encompasses all forms of authorised ministry, so that ministry is supportive and effective.

- has a prime responsibility to ensure effective communication and “network” inside and outside church structures. This is a two-way process, which ensures that diocesan concerns and initiatives are received, evaluated and actioned in the MA, and that MA concerns and priorities are conveyed to the Bishop and diocesan bodies.
- will have an important contribution to make in the appointment to new posts in the MA, in consultation with the SMT, working to ensure the necessary balance of skills, gender and expertise.
- will discharge those duties assigned to the constitutional office of Area Dean by the Constitution of the Church in Wales.
- shall take the chair at a Vestry Meeting unless he or she otherwise wishes (whether ordained or lay).

Mission Area Warden

To be foremost in representing the laity in the Mission Area and in consulting and co-operating with the Trustee Board (MAC) through the following:

- **Leadership:** Working with the Mission Area Leader and Trustee Board (of which MA Wardens are ex officio members) to ensure that Mission Area strategy is appropriately implemented.
- **Support:** Exercising a particular role of support to and care for the Mission Area Leader.
- **Bishop's Officer:** Being in attendance when the Bishop is present in the Mission Area and in the case of any difficulty which cannot be resolved by the Trustee Board dealing directly with the Archdeacon or Bishop.
- **Administrative:** Ensuring, with the Trustee Board that Archdeacon's Returns are completed on request and by the due date each year.
- **Enabling and Encouraging:** Enabling and encouraging the Churchwardens in each local community in their task and, in the case of sickness or vacancy, making sure that duties are carried out.
- **Vacancy:** Cooperating and collaborating with the Trustee Board and the Archdeacon during a vacancy for the Mission Area Leader.
- **Worship:** If exceptional circumstances require, it is customary for a Warden to lead worship in a church, using either the Ministry of the Word from the Holy Eucharist or Morning or Evening Prayer with the Readings for the Day.



Trustee Board (MAC) Secretary

- The Trustee Board (MAC) shall appoint a secretary, who will act as the Trustee Board secretary and the secretary of the Annual Vestry Meetings. It may appoint a deputy secretary. The Mission Area Administrator often fulfils this role.
- In the event of both the secretary and deputy secretary being absent from a meeting, the meeting shall appoint another member as secretary of that meeting.

The Secretary will:

- bring any correspondence relating to Trustee Board business to the Trustee Board meeting for discussion and/or action.
- send names and addresses of Mission Area Wardens and individual Churchwardens to the Archdeacon.
- circulate the agreed agenda prior to Trustee Board meetings and the Annual Vestry Meeting of the Mission Area.
- Take minutes of the meeting and circulate them following the meeting, to an agreed timeframe.
- Ensure that copies of the minutes are agreed and signed at the following Trustee Board meeting.
- Complete and return requests for information from other bodies such as the Diocesan Office or the Charity Commission.
- The Trustee Board Secretary may be assisted in the role with the appointment of a deputy secretary.

Mission Area Administrator (MAA)

The Mission Area Administrator (MAA) provides administrative support to the Trustee Board (MAC) as required. This may range from communications, allocation of clergy to services, liaising with families for occasional offices etc.

Some Mission Areas have the MAA take minutes of Trustee Board meetings, along with the Finance Sub-committee and Property Sub-committee as well. This ensures the smooth flow of information between the Trustee Board and its sub-committees.

The MAA is usually a paid employee of the Trustee Board and is therefore not eligible to be a trustee of the Mission Area. They are permitted to attend and speak at Trustee Board meetings but have no vote. Grants may be available from the Diocesan Office to assist with the salary of a Mission Area Administrator.

Treasurer to the Trustee Board (MAC) (MAT)

- The Trustee Board (MAC) shall annually appoint a treasurer (and a deputy treasurer) to administer the Mission Area finances.
- The MAT may act as the chair of the Finance Sub-committee or may appoint another member. It is encouraged that the other members of the Finance Sub-committee should be the treasurers appointed by the individual church committees.
- The MAT will provide a copy of the accounts of the churches to the Trustee Board to allow the Trustee Board to display them near the principal door of the churches and every other building in the Mission Area used for public worship and belonging to the Church in Wales for a period including the two Sundays immediately preceding the day of the Annual Vestry Meeting.

A full description of the role and duties of both the MAT and the Church Treasurers can be found in Toolkit 4 – Mission Area Finance
<https://dioceseofstasaph.org.uk/2020-toolkits/>

Mission Area Gift Aid Secretary (MAGAS)

The Mission Area Gift Aid Secretary receives the Gift Aid and GASDS schedules from the Church Gift Aid Secretaries and submits the claims, via the Government Gateway, to HMRC. The claim is then repaid to the church.

Mission Area Safeguarding Coordinator

The MA Safeguarding Coordinator is the link between the Diocesan Office and the Mission Area in relation to Safeguarding.

- Collaborate with the diocesan office to ensure the database of those working with vulnerable adults and children is up to date.
- Inform the diocesan office of any changes needed in the database in between annual returns.
- Instigate DBS checks when required by completing the form on the Church in Wales website.
- Signpost to the Safeguarding policy and procedures when required.
- Signpost to Safeguarding training when required.



Mission Area Electoral Roll Officer

The MA Electoral Roll Officer collates the information given by each church in the Mission Area into the Electoral Roll. They also provide information about documentation and timescales.

Other Roles on the Trustee Board (MAC)

The Trustee Board (MAC) may also wish to appoint to some/all of the following roles

- ✓ MA Training Coordinator
- ✓ MA Information Coordinator
- ✓ MA Schools Advocate
- ✓ MA Communications Coordinator

Sub Committees of the Trustee Board (MAC)

A. The Mission Area Executive (MAE)

Accountability

The Mission Area Executive is a sub-committee of the Mission Area Trustee Board, and its Terms of Reference are determined by the Mission Area Trustee Board. This may include a delegated budget.

Membership

The Trustee Board can determine who it asks to sit on the Mission Area Executive. Usually this includes all the MA officers (MAL, MAW, MAT, MAA or MA Secretary, Chair) and any other person as required.

The Chair of the Mission Area Executive

The Mission Area Executive will appoint a chair from the members, usually the MA Leader or Chair of the Trustee Board.

Frequency of Meetings

The Mission Area Executive meets as and when necessary to deal with matters arising.

Reporting

The business of the Mission Area Executive outside the routine setting of the Trustee Board meeting agenda shall be circulated to all Mission Area Trustee Board members, usually via the MA Administrator.

What does the Mission Area Executive do?

The Mission Area Executive

- Sets the agenda for the Trustee Board meetings
- Makes day to day decisions for the smooth running of the Mission Area, within its terms of reference

B. The Property Sub-committee

Accountability

The Property Sub-committee is a sub-committee of the Mission Area Trustee Board (MAC), and its Terms of Reference are determined by the Mission Area Trustee Board.

Responsibility

The Property Sub-committee shall be responsible for the care of all buildings within the Mission Area, including (but not limited to) the making of applications for Faculties in accordance with the Constitution, always taking into consideration the pastoral and financial implications of the care and repair of all buildings and property in and for the Mission Area as a whole.

Remit

To support and advise individually and/or collectively all the church committees in the Mission Area relating to buildings and properties.

- support and advise individually and/or collectively all the Church Committees in the Mission Area relating to property.
- To receive pre Faculty proposals for consideration and comment
- To put in place delegated spending limits for building work
- To ensure appropriate oversight arrangements are in place for building projects
- To receive annually on behalf of the Mission Area copies of the following
 - Buildings Survey
 - Most recent Quinquennial Inspection Report "Recommended Repairs"
 - Most recent insurers risk assessment
 - Health and Safety Policy
 - Equality Act Audit
 - Churchyard/grounds maintenance policy
 - Hiring Policy
- liaise with the Diocesan Office regarding information relating to current and available funds and grants
- report to Mission Area Trustee Board (MAC) on a regular basis

Officers

The Property Sub-committee shall appoint its own Minutes Secretary and be chaired by a Chair appointed by the Mission Area Leader.



Membership

Membership of the Property Sub-committee will be determined by the Mission Area Trustee Board (MAC). The main criteria for being on the Property Sub-committee will be the ability to discuss the proposed works to property, rather than being a representative of a church.

The Chair of the Property Sub-committee will be a member of the Trustee Board and report on the work of the Property Sub-committee to the Trustee Board. They may chair the meetings of the Property Sub-committee or may delegate this to another member.

A quorum for meetings shall be decided by the Trustee Board.

Frequency of Meetings

The Sub-committee shall meet at least four times a year between Mission Area Trustee Board meetings.

Reporting

Minutes of all meetings of the sub-committee shall be circulated to all sub committee and Mission Area Trustee Board members.

(See Appendices 4, 5, 6 and 7 for more on how the Property Sub-Committee carries out its work)

C. The Finance Sub-committee

The Finance Sub-committee has delegated powers to have oversight of all financial matters of the Mission Area and to make recommendations on those matters to the Trustee Board (MAC). They do this by:

- ensuring up to date financial information using Finance Coordinator/MyFundAccounting reports are available for each Trustee Board meeting
- ensuring that where a church is unable to appoint a treasurer, that financial management in that church is being done by some other means (e.g. by one treasurer looking after more than one church, or the use of a data-inputter).
- working together to prepare a fair and reasonable church by church contribution to the Mission Area Diocesan Share
- receiving from each Church Committee a budget projection, together with reports on their finances
- receiving from each Church Committee timely end of year accounts in accordance with current provisions of the Charities Act and the Church in Wales constitution

- giving consideration to any other relevant financial matter requiring the attention of the Trustee Board
- assisting churches in claiming their Gift Aid and GASDS through a central Government Gateway and the role of the Mission Area Gift Aid Secretary (MAGAS)
- providing annual accounts which have been Independently Examined, for the consideration of the Easter Vestry and for submission to the Charity Commission by 31st October

Officers

The Finance Sub-committee shall appoint its own Minutes Secretary and be chaired by either the Mission Area Treasurer (MAT) or a Chair appointed by the MAT.

Membership

Membership of the Finance Sub-committee will be Church Treasurers plus the MAT if not a Church Treasurer.

The Mission Area Treasurer (MAT) will be a member of both the Trustee Board and the Finance Sub-committee. They are responsible for reporting back to the Trustee Board on matters of finance. The MAT may chair the meetings of the Finance Sub-committee or may delegate this to another member.

A quorum for meetings shall be decided by the Trustee Board.

Frequency of Meetings

The Sub-committee shall meet at least four times a year between Mission Area Trustee Board meetings.

Reporting

Minutes of all meetings of the sub-committee shall be circulated to all sub committee and Mission Area Trustee Board members.

Useful Links

More details about how Mission Area finance is managed can be found in

Toolkit 4 – Mission Area Finance

<https://dioceseofstasaph.org.uk/2020-toolkits/>



D. The Shared Ministry Team (SMT)

Accountability

The Shared Ministry Team (SMT) is a sub-committee of the Mission Area Trustee Board (MAC), and its Terms of Reference are determined by the Mission Area Trustee Board.

Responsibility

The Shared Ministry Team shall be responsible for the growth of churches, in terms of numerical, spiritual and missional growth.

Remit

This will involve the use of the Leading your Church into Growth 4 Ps to provide opportunities for Prayer, Presence, Proclamation and Persuasion.

- putting prayer (and especially prayer for growth) at the heart of the work of the Mission Area
- providing a diverse offering of worship styles
- ensuring that the timing of worship is strategic and accessible
- encouraging new forms of worship
- encouraging growth in both established and new forms of worship
- encouraging and empowering lay ministry in its various forms
- seeking out new opportunities to reach the unchurched and the dechurched
- reporting to the Mission Area Trustee Board (MAC) on a regular basis

It is a DUTY of the Shared Ministry Team (SMT) and Trustee Board (MAC) to consult together and co-operate in all matters of concern and importance to the Mission Area.

Officers

The Shared Ministry Team shall appoint its own Minutes Secretary and be chaired by the Mission Area Leader.

Membership

Membership of the Shared Ministry Team will be determined by the Mission Area Trustee Board. The Shared Ministry Team is an opportunity to reflect the diversity of those involved in ministry throughout the Mission Area.

Membership can include:

- Clergy
- Licensed Lay Ministers (such as Readers, Youth & Children's Chaplain, Evangelist etc.)
- Worship Leaders
- Pastoral Assistants
- Members of Chaplaincy team

The Chair of the Shared Ministry Team

The Mission Area Leader will chair the Shared Ministry Team although they may delegate this to another member if they wish. The Mission Area Leader will report back to the Trustee Board (MAC).

A quorum for meetings shall be decided by the Trustee Board.

Frequency of Meetings

The Shared Ministry Team shall meet at least four times a year between Mission Area Trustee Board meetings, unless otherwise decided by the Trustee Board (MAC).

Reporting

Minutes of all meetings of the Shared Ministry Team shall be circulated to all Mission Area Trustee Board members.

E. The Church Sub-committees

There may be a Church Committee for each church in the Mission Area, or one committee to cover several churches if that serves the local context better. This is a matter for discussion between the Trustee Board (MAC) and the local congregations. The trustees should be always mindful that their responsibility is to the smooth and effective running of the Mission Area.

Accountability

The Church Committees are sub-committees of the Mission Area Trustee Board, and its Terms of Reference are determined by the Mission Area Trustee Board.

Officers

The Church Committee shall appoint its own Church Treasurer and Secretary.

Membership

Membership of the Church Committee will be determined by the church congregation, in collaboration with the Mission Area Trustee Board.



The Chair of the Church Sub-committee

The Church Committee will appoint a chair from their members.

Frequency of Meetings

The Church Committees shall meet at least four times a year between Mission Area Trustee Board meetings, unless otherwise decided by the Trustee Board.

Reporting

Minutes of all meetings of the Church Committees shall be circulated to all Mission Area Trustee Board members, usually via the MA Administrator. The Trustee from that church will report as required to the Trustee Board.

What do the church sub-committees do?

- The congregation of each church to be responsible for the day to day running of their church, and other church buildings within their former parish. They may do this by forming a Church Committee.
- Each congregation is delegated the powers to appoint up to 2 church wardens, or provide other adequate supervision to deal with local matters and report back to the Trustee Board.
- Each congregation is to appoint a Treasurer.
- The Church Committees (as sub-committees of the Trustee Board) or others appointed by the congregation, have delegated powers to take deal with local matters, to insure all their buildings and to pay the required premiums.
- The Church Committees (as sub-committees of the Trustee Board) or others appointed by the congregation, have delegated powers for the repair, maintenance and the payment of all utility bills for churches, halls etc. within their "boundary, providing that a church does not spend more than £5,000 on a single invoice, without referring the matter to the Trustee Board (or the Property Sub-committee according to Mission Area rules and regulations).
- Each Church is to prepare an annual budget.
- Each church to nominate up to 1 or 2 members of their congregation (whichever is appropriate according to Mission Area rules and regulations) for membership of the Trustee Board which will also include all those holding the Bishops Licence.

Checklist



I understand that being a member of the Trustee Board (MAC) is a legal responsibility and that I am responsible for the assets and liabilities of the Mission Area.



I understand how the Trustee Board (MAC) fits in with the overall operation of the Mission Area.



I understand how the Trustee Board (MAC) will organise its meetings



I understand that some members of the Trustee Board (MAC) will have additional roles to undertake.



I accept that whilst the Trustee Board (MAC) can delegate powers, it cannot delegate responsibility.



I have read the policies and procedures that have been adopted to underpin the work of the Trustee Board (MAC)

With grateful thanks to the group who assisted in producing this document:

Name	Role	Mission Area
Richard Burton	MA Leader	Tanat-Vyrnwy
Emily Clarke-Jones	MA Development Officer	Mold
Rob Dawson	MA Lay Chair	Borderlands
Maryon Hughes	MA Warden	Bryn a Môr
Jonathon Smith	MA Leader	Wrexham
Suzanne Wardell	MA Leader	Cedewain
Michael Plane	Churches Inspector	
Llyr Williams	Diocesan Registrar	

Additional thanks to Maureen Gambles (Valle Crucis MA Administrator) for proofreading and feedback.



Appendices

Appendix 1 - Trustee Eligibility Declaration



CHARITY COMMISSION
FOR ENGLAND AND WALES

Trustee Eligibility Declaration

PLEASE COMPLETE USING BLOCK CAPITALS AND BLACK INK (complete additional forms if you have more than 4 trustees)

Organisation name (Your organisation name as it appears in your governing document)

Total number of trustees your organisation has

Trustee 1	Trustee 2	Trustee 3	Trustee 4																																
Name 	Name 	Name 	Name 																																
Signature: 	Signature: 	Signature: 	Signature 																																
Date <table border="1"><tr><td>D</td><td>D</td><td>M</td><td>M</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td></tr></table>	D	D	M	M	Y	Y	Y	Y	Date <table border="1"><tr><td>D</td><td>D</td><td>M</td><td>M</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td></tr></table>	D	D	M	M	Y	Y	Y	Y	Date <table border="1"><tr><td>D</td><td>D</td><td>M</td><td>M</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td></tr></table>	D	D	M	M	Y	Y	Y	Y	Date <table border="1"><tr><td>D</td><td>D</td><td>M</td><td>M</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td></tr></table>	D	D	M	M	Y	Y	Y	Y
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Working with vulnerable groups

Tick this box if your organisation works with vulnerable people (including children) and you declare that you have:

☐

- Read and understood the Charity Commission's safeguarding guidance
- Carried out all trustee eligibility checks the law requires and on the basis of those checks are satisfied that the people acting as trustees are both eligible and suitable to act as trustees of this charity

Corporate Trusteeship

Tick this box if your organisation has a corporate trustee (another organisation which acts as trustee such as a local authority) and its directors are making this declaration)

☐

Personal benefit

If your organisation pays (or will pay) any trustee for being a trustee OR any trustee or person connected to them for providing goods and services, you declare that this will:

- be in the organisation's best interests
- be lawful and authorised
- help the organisation carry out its purposes (or be a necessary by-product of it carrying out its purposes)

Trustee eligibility and responsibility

By completing and signing this form, you declare that you:

- are willing to act as a trustee of the organisation named above
- understand your organisation's purposes (objects) and rules set out in its governing document
- are not prevented from acting as a trustee because you:
 - have an unspent conviction for one or more of the offences listed here*
 - have an IVA, debt relief order and/or a bankruptcy order
 - have been removed as a trustee in England, Scotland or Wales (by the Charity Commission or Office of the Scottish Charity Regulator)
 - have been removed from being in the management or control of any body in Scotland (under relevant legislation)
 - have been disqualified by the Charity Commission
 - are a disqualified company director
 - are a designated person for the purposes of anti-terrorism legislation
 - are on the sex offenders register
 - have been found in contempt of court for making (or causing to be made) a false statement
 - have been found guilty of disobedience to an order or direction of the Charity Commission

You also declare that:

- the information you provide to the Charity Commission is true, complete and correct
- you understand that it's an offence under section 60(1)(b) of the Charities Act 2011 to knowingly or recklessly provide false or misleading information
- your organisation's funds are held (or will be held) in its name in a bank or building society account in England or Wales
- you will comply with your responsibilities as trustees - these are set out in the Charity Commission guidance 'The essential trustee (CC3)'
- (if applicable) the primary address and residency details you provide in a charity registration application are correct and you will notify the Charity Commission if they change

* https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/820804/Disqualification_Reasons_Table_v2.odt

Appendix 2 - Trustee Board (MAC) Meetings

Dates for all Trustee Board meetings, including the Annual Vestry Meeting should be set and communicated in November of the previous year. Sub-committees hold their meetings between the Trustee Board meetings.

Template Agenda for Trustee Board (MAC) Meeting - Date, time & Place

1. Opening Prayers
2. Attendance & Apologies
3. Safeguarding
4. Conflicts of Interest/Loyalty
5. Notice of AOB agreed in advance to Chair
6. Minutes of the last Conference Meeting
7. Reports of Sub-committees
 - a. Finance
 - b. Buildings
 - c. Executive
 - d. Shared Ministry Team
 - e. Church Committee Minutes
8. Matters Arising not otherwise on the agenda
9. Any items to be sent to Diocesan Communications Officer
10. Date of next meetings

Getting reports to the Trustees before the Trustee Board (MAC) meetings

1. Sub-committees meet (around standard agenda) and draft minutes are produced.
2. Draft minutes are submitted to the Trustee Board before the next Trustee Board meeting.
3. Recommendations are brought to Trustee Board for approval or amendment. When necessary, recommendations may be sent round by email to Trustees for approval prior to the next meeting.
4. Sub-committee minutes are finalised following the Trustee Board meeting.

Proxy Attendance

If any Trustee Board (MAC) member is unable to attend a meeting, they may appoint a proxy to attend the meeting and cast votes on their behalf. It is recommended that the proxy should be either a member from the Supplemental List or, if there is no such list, be the Chair of the Trustee Board. A proxy appointment will be valid for one Trustee Board meeting, and the Trustee Board member should be fully aware that their proxy should be a trusted person as the Trustee Board member will retain responsibility for how the proxy votes at the Trustee Board meeting they attend.

MISSION AREA CONFERENCE PROXY FORM

I (name of Trustee Board member)

Cannot attend the meeting of the Trustee Board (MAC) on (date)

And hereby nominate

Chair of the Trustee Board to act as my Proxy ☐

OR

..... (name of Proxy)

..... (email of Proxy)

Signed

..... Trustee Board Member

(Date)

Please complete this form and email to the Trustee Board (MAC) Secretary or MA Administrator. If a signed version cannot be sent, please email a copy without signature. The signed version of this form should be brought to the meeting.

Appendix 3 - Trustee Conflicts of Interest

Each Mission Area should develop and adopt a Conflict of Interest Policy to underpin good practice in this regard.

There are two types of conflict of interest – financial conflict and loyalty conflict.

Financial conflicts

These conflicts happen when a trustee, or person or organisation connected to them, could get money or something else of value from a trustee decision.

Financial conflicts for a trustee happen if your charity is deciding whether to:

- pay the trustee for doing their trustee role (more than their expenses)
- employ or pay the trustee, or their relative, for some work at your charity, or its trading company
- sell, loan or lease charity assets (land or anything else the charity owns) to the trustee
- buy, borrow or lease charity assets from the trustee
- buy goods from a business owned by the trustee

It still counts as a conflict, even if your charity would get a good deal for its money.

Loyalty conflicts

These conflicts are not about money or other trustee benefits. They happen when, for other reasons, a trustee might not be able to make decisions that are best for the charity.

Some common examples

They can happen if the charity's decision involves a person or organisation linked to a trustee. For example:

- the trustee's employer
- another charity where they are a trustee
- the organisation that appointed them as a trustee
- their relatives or friends

There can be a conflict because the trustee's responsibility (or loyalty) to the other organisation or person could compete with their responsibility to the charity.

Conflicts can affect all types of charities. But you must identify and deal with them properly.

All of you must do this, not just the trustee with the conflict. Otherwise, you will not meet your joint legal responsibility to make decisions:

- based only on what's best for your charity
- without influence from your personal interests

For information on how to deal with conflict, visit Managing conflicts of interest in a charity - GOV.UK (www.gov.uk)

Appendix 4 - How does the Property Sub-committee carry out its work?

- Complete and maintain a survey/gazetteer to ascertain all the property for which the Trustee Board has responsibility. This might include churches, vacant churches, Pilgrim Churches, church halls, churchyards, houses (especially those that are held as investments and are let out), Parsonages (especially when vacant), commercial property (which might be held as an investment), car parks, Holy Wells, and other miscellaneous land or property.
- Work with the Archdeacon, Trustee Board, Diocesan Churches Inspector and Diocesan Office to develop a strategic plan for property within the MA, to be agreed and signed-off by the Trustee Board, and form recommendations and decisions in this light.
- Receive the Quinquennial Inspections for all churches in the Mission Area alongside the Archdeacon, Vicar and Wardens and help to ensure that urgent matters are attended to as required.
- Support and advise the MA Wardens and Church Wardens in the carrying out of their duties in relation to property and ensure there is a regular routine inspection and maintenance plan in place for all property in the Mission Area Report to the Trustee Board accordingly.
- Help to ensure that the MA Wardens and Church Wardens have access to sufficient information and knowledge to enable them to perform their roles in relation to the management of the properties in their care.
- Review all plans to embark on non-emergency repairs or projects prior to application for a faculty, (note - we would often recommend that pre-application advice be sought from the Diocesan Churches Inspector and/or DAC prior to progressing a project to full application stage).



- Review and form recommendations to the Trustee Board, with strategic oversight, on proposed faculty applications prior to submission
- Ensure that all buildings are properly insured

Appendix 5 - Project Oversight

The Diocesan Property Board have put in place the requirement for the following oversight arrangements to be put in place for any building project.

Before commencing any building project, the Trustee Board (MAC) should ensure that both the Property Sub-committee and the Finance Sub-committee have been consulted. This consultation should focus on whether the project is affordable, sustainable and meets the strategic aims of the Mission Area. The MAC retains overall responsibility for deciding whether an alternative solution should be put in place.

Members of the Property Sub-committee (or MA Exec or Trustee Board where there is no Property Sub-committee) have the right to go to view a project and check on progress.

Contractors must have a clear indication of who is the designated client contact, and that only the client contact can make decisions about the project.

Architects must be retained to oversee the delivery of projects costing over £10,000.

Architects must receive guidance outlining the governance of a Mission Area and who needs to be consulted if any changes are made to the project (this person(s) to be known as the client contact). This will be provided by the DAC Officer on a successful application for a faculty (see **Appendix 6**).

If there is no architect overseeing the delivery of a project, a Church Officer is liable for the delivery of the project, including the health and safety around the works. They should receive and sign the memorandum of understanding (see **Appendix 7**).

Emergency works are always referred to the Archdeacon and they will advise on the need for oversight if necessary.

Oversight Arrangements for Planned Projects

Project Cost	Oversight Arrangements
Up to £5,000	Church Officer
£5,000 - £10,000	Church Officer and member of Property Sub-committee (or MAC or MA Exec)*
Over £10,000	Architect working with Property Sub-committee representative (or MAC or MA Exec)*

**The Trustee Board may delegate responsibility for oversight of the project to one or more members of the Trustee Board or Executive.*

Decisions concerning the maintenance or improvement of any property in the Mission Area should be made in consultation with the relevant Church Committee, but the Trustee Board (MAC) has overall responsibility for the buildings.

Useful Links

More details about how MA Property is managed can be found in

Toolkit 7 – Property Matters

<https://dioceseofstasaph.org.uk/2020-toolkits/>

There is extensive guidance available on the Property pages of the RB website,

<https://www.churchinwales.org.uk/en/clergy-and-members/church-property/>

Appendix 6 - Guidance for Architects after Faculty Approval

The Mission Area Trustee Board (often known as the Mission Area Conference – MAC) are the legal body able to commission and sanction expenditure over and above the agreed limit for each church (to be agreed by each MA – suggested max £5,000).

The Mission Area Trustee Board may nominate a representative(s) as the 'client contact' No other person or body, aside from that 'client contact' is authorised to instruct or commission work that will incur a financial cost over that limit.

All work must be carried out in accordance with the RIBA or RICS Terms of Engagement and must only commence once those terms and associated fees and costs have been agreed by the Mission Area Trustees. This must include regular and timely reporting of progress against programme and budget.



It must not be assumed that additional funds over the project budget are available and any concerns or issues arising must be raised with the Trustees at the earliest opportunity.

In accordance with the contract the Architect will be responsible for ensuring full compliance with all statutory requirements during the course of the design and delivery of the project, including, for example, Building Regulations, Planning, Listed Building and Faculty consents, CDM and Health and Safety Acts.

Appendix 7 - Memorandum of Understanding for a Church Officer

Where a building project is managed by an Architect, there is no requirement for a Memorandum of Understanding. The DAC will provide the architect with guidelines about spending limits, reporting and Trustee Board (MAC) oversight when the faculty is granted.

This document is for use by a Church Officer who wishes to manage a project likely to cost between £5,000 and £10,000.

Why is a Memorandum of Understanding required? There are several benefits to formalising a partnership through a Memorandum Of Understanding (MOU).

On accountability and governance, it provides:

- clarity for everyone about what each is putting in, what each is getting out and the timeframe for doing so
- the opportunity for the Trustee Board (Mission Area Conference) to scrutinise and sign off on a project – this can be helpful for gaining Trustee support and sustaining the project through any changes to the personnel of the Trustee Board (MAC)
- a document that can be shared with the Contractor, Church Committee, Churchwarden and other stakeholders to give clarity about what the project involves, and how their Church/ Mission Area is benefiting from and contributing to the project.

On sustainability, it provides:

- a tool for integrating the project into the strategy and ethos of the Mission Area
- an opportunity to safeguard the project by ensuring orderly transitions through changes in Trustees, volunteers and contractors

- an opportunity to build a shared responsibility for delivery, ensuring that all who have responsibility for the assets of the Mission Area are kept informed about the project.

On evaluation, it provides an opportunity to build impact evaluation into the project from the outset and setting out clearly the achievements it hopes to realise.

Memorandum of Understanding on Building Project For a project managed by a Church Officer (costing between £5,000 and £10,000).

This document to be understood and signed by both parties before the building project commences.

The **[name of]** Mission Area represented by **[insert primary contact name]** (known as the Trustee Board (MAC)/Property Sub-committee) and **[Name of Church Officer overseeing the project]** (known as the Church Officer) (together known as the Participants).

Annex A refers to the details of the approved faculty application.

The Participants have reached the following understandings:

Purpose

The purpose of this memorandum is to provide support to [Name of Mission Area] to enable it to implement the project referred to in Annex A and to ensure the Trustee Board (MAC) or Property Sub-committee are kept informed of any changes to the project which may incur additional costs or may impact on the running or sustainability of the Mission Area.

The objectives and activities of the project, which is entitled [Project title], are set out in Annex A.

The Church Officer will manage the project in line with the guidelines set out in this memorandum.

The Church Officer will not undertake any activities as part of this project other than those described in Annex A without the prior written approval of the Trustee Board (MAC) or Property Sub-committee.



Duration

This memorandum will come into effect upon signature by both Participants and is effective for the duration of the project.

Financial arrangements

The total amount of approved costs of the Project is **[currency and amount]**.

Financing by the Trustee Board (MAC) or Property Sub-committee for works over the above amount is not guaranteed, and will depend on the approval of the Trustee Board (MAC) or Property Sub-committee.

The Church Officer will maintain an accurate record of expenditure and will retain all invoices, receipts and accounting records for up to six years and make these available for inspection by the Trustee Board (MAC) or Property Sub-committee or an independent examiner as required.

Amendment of this memorandum

Any amendment to this memorandum will be decided upon by both Participants and will be made in writing.

Reporting

On **[Date]** and every 3 months thereafter, the Church Officer will provide the Trustee Board (MAC) or Property Sub-committee a brief narrative report of the activities undertaken at the project and an assessment of the progress made against original project documents, including any additional cost.

On **[Date]** and every 3 months thereafter, the Church Officer will submit a statement setting out how the project funds were spent, including any agreed additional expenditure, where applicable.

Termination

The Trustee Board (MAC) or Property Sub-committee may end its participation in this arrangement by giving one month's written notice to the Church Officer, in the following circumstances:

- Failure to implement the project according to this memorandum
- A significant failure by the Church Officer to meet any of the commitments in this memorandum
- Force majeure

Dispute settlement

Any dispute that may arise as to the interpretation or application of this memorandum will be settled by consultation between the participants and the Archdeacon if necessary.

Contact information

The Church Officer and the Trustee Board (MAC) or Property Sub-committee will provide each other with contact details for its representative with responsibility for addressing normal day to day enquiries.

Responsibility for Staff

The Church Officer will ensure adequate supervision of and care for those contractors working on the project and will be responsible for ensuring adequate insurance and health and safety procedures are in place.

Signed on behalf of the Trustee Board (MAC) or Property Sub-committee:

Signature:

Name:

Position:

Date:

Signed by the Church Officer:

Signature:

Name:

Position:

Date:



