

ReSource Development Plan 2018-25

1 Introduction

- 1.1 This document builds on the *ReSource Future* Project Report and the recommendations agreed by the Trustees at their residential meeting at Launde Abbey 30-31 January 2018. Its purpose is to propose a strategy for the work of the charity for a period of the next seven years, along with an operational plan that will enable the charity to be effective in reaching its core objectives and to be extensive in its reach.
- 1.2 The first draft of this document will be considered by the Trustees at a meeting on 1 March 2018. Once the main recommendations have been considered and decisions made by the Trustees the Plan will be re-drafted as the charity's 'Development Plan' for the period 2018-25 and as such will give strategic and operational shape to the work of the charity for that period. This Plan will come to the Trustees meeting on 19 July.
- 1.3 The eventual Development Plan will be a living document, not least because we serve a living God who will reveal His fuller and clearer purposes for us as we travel. It will be a guide for the journey not a fixed itinerary. As such I anticipate that the Development Plan will be kept under regular review by the Trustees and be formally reviewed and agreed annually, with agreed objectives for the subsequent year, and milestone objectives for the remaining period of the Plan.

Recommendation 1: the Director will submit a Development Plan 2018-25 to the Trustees on 19 July, incorporating the decisions made on 1 March and 26 April

2 Values

- 2.1 The Charity's values express the ethos and convictions which underpin its work. In our case the values will include the theological, moral and ministerial parameters for our work. They should have the active consent of those involved in the governance of the charity and those on its staff and acting as its agents or Associates. They should also be made available in a written form to those who actively support the charity and to those enquiring about its work.
- 2.2 The *ReSource Future* Group included a draft set of Values in its Report, with a recommendation that these be reviewed by the Trustees, both for content and language, before being made public.
- 2.3 Whether or not the eventual Values statement includes this or not we are committed to maintaining the highest professional values in our work, along with keeping in full all legal compliances and requirements for best practice. We want to live in the light and by the truth in all things, as both God-honouring and the place of greatest freedom.

Recommendation 2: the Director will submit a further draft Values document for the consideration of the Trustees at their meeting in April 2018

3 Vision and Purpose

- 3.1 The charity's Vision Statement expresses what it 'sees' in the future and what it is working towards. In the words of Bill Hybels "vision is a picture of the future which creates passion". As such it something that we not only 'see' ahead of us, but it describes a future which we yearn for and reach towards with all the energy that God gives us. The Trustees have agreed that our Vision is of '*Churches Alive in the Spirit and Active in Mission*'.
- 3.2 This Vision sets the broad parameters for our work. It will help to define our Purpose, Priorities and Plans, as they follow in this Development document. It will also highlight what things are not within our brief and mandate. Our whole enterprise, under God, is to see churches coming alive in the Spirit and being active in mission, and anything outside that vision is not our business!
- 3.3 Within this broad vision the Trustees have agreed (on the recommendation of the *ReSource Future* Group) that our specific mandate and calling at ReSource is '*to enable little, local and ordinary churches to engage with the Holy Spirit for renewal, discipleship and mission*'. We might call this our Purpose Statement, or Mission Statement. It defines the particular contribution that ReSource will make towards achieving the vision of seeing '*Churches Alive in the Spirit and Active in Mission*', and further narrows the parameters of our work.
- 3.4 In agreeing this Purpose Statement in the context of the *ReSource Future* Report the Trustees have affirmed a commitment to churches in the mainstream of the Church of England and across its traditions (and particularly churches within the three categories of "*little, local and ordinary*") as its primary mission field, while being open as the Spirit leads and the ministry unfolds to work in other denominational and Anglican contexts. This will further narrow the arena for our work, and affect how, where and to whom we promote the work of the charity.
- 3.5 The Purpose Statement defines our core work in these churches as being an enabling one in relation to their engagement with the Person and work of God the Holy Spirit. This is a subtle and yet significant change of emphasis for the charity, with a primary emphasis on the Holy Spirit and the breadth and depth of His work, rather than on 'renewal', as one description of His work, with a particular meaning (for some) and history. The Purpose Statement places "*renewal*" alongside "*discipleship and mission*" as three broad and interconnected dimensions of the Holy Spirit's work.

4 Strategic Priorities

- 4.1 Setting Strategic Priorities further narrows the focus of the charity's work. Of the many things that we might do "*to enable little, local and ordinary churches to engage with the Holy Spirit for renewal, discipleship and mission*" what must we do? Setting these 'must do' things as strategic priorities helps us to make Plans, and put our resources, in those

areas which we feel will make the biggest difference and prevent us diverting resources into other areas (however worthwhile) and into secondary issues.

- 4.2 The *ReSource Future* Report proposed five areas of strategic priority, with four of them clustered around and contributory to one overriding priority. Coming as it did from our extensive conversations across the church and country it is exciting to see one priority emerge above the rest, which will help enormously in determining our Plans and deciding on our operational method. The Trustees will be asked to consider these 1 + 4 Priorities at their meeting on 1 March. Other consequential aspects of this document will need to be changed should these Priorities not be adopted.
- 4.3 Within its vision and purpose the first proposed Priority for ReSource is to engage with churches in the local context. This is a shift away from an increasing emphasis in recent years on the writing of books, courses and the Magazine and a prioritising, instead, of face to face engagement. This has always been part of ReSource's way of working, but the Review suggests that it needs to be the hub to which the rest of our work is connected and contributory. This will mean continuing to provide speakers for training events, retreats, church weekends and Sunday services, much as we have done in the past. I would like, though, to develop models and methods for sustained contact with churches, as a context in which trust can be built and churches helped to go on a deeper journey into the things of the Spirit. All of this will be on a 'we come to you' basis, not generally by generic conferences or events regionally or nationally which are disconnected from our work locally.
- 4.4 The second Priority being proposed is that ReSource supports church leaders, ordained and lay, who are looking to lead *'little, local and ordinary churches to engage with the Holy Spirit for renewal, discipleship and mission'*. Though we have to allow for different sequencing in different contexts our aim will be to work with the leaders of those churches we are supporting as in 4.3 above, again on a 'journey' and 'we come to you model'. This second Priority is, therefore, closely connected to the first. The charity will need to take a view whether in time we are called to input into the training of leaders in colleges, courses and diocesan training programmes, as preparation for/support in their leadership of little, local and ordinary churches.
- 4.5 The third proposed Priority is that ReSource provides written and other resources to support the work we are doing with churches and leaders as in 4.3 and 4.4. I envisage these as being easily accessible, locally adaptable, often digital, generally non-copyright, and available or orderable through a resources-hub on a high-quality website, which will allow for video and other media as well as the written word.
- 4.6 The fourth Priority being proposed is that we coordinate a network of intercession for the renewal and mission of the mainstream churches generally and for those churches and leaders with whom we are working specifically.
- 4.7 The fifth proposed Priority is that we develop working partnerships with other organisations, which share our values and support our vision. These partnerships will take different forms but might include i) providing a specialist ministry to the churches

with which we are working ii) augmenting the work we are doing with little, local and ordinary churches in a more general way, through the inspiration and resources they might offer iii) helping ReSource to develop resources which we can add to our portfolio and iv) supporting the Director, staff and Associates to enable them to be better equipped for their work.

Recommendation 3: the Trustees adopt the 5 Strategic Priorities proposed here, and agree the 1 + 4 approach as described in Section 4

5 Plans 2018-25

- 5.1 A number of the immediate objectives for 2018 flow out of the *ReSource Future* Report and this paper, as we re-shape the charity for a more extensive work. They relate to matters in later Sections below in relation to how we work, where we work from, what staff and leadership is required, how we are funded and our governance. Specific recommendations follow, and those agreed will be integrated into the Development Plan for this current year after the 1 March meeting of Trustees.
- 5.2 I envisage working with the Development Consultant with a view to Alan Kerbey making initial proposals on a PR, communications and fundraising strategy to the Trustees meeting on 26 April and final proposals on 19 July. These will then be integrated into the charity's Development Plan.
- 5.3 If the operational model proposed below is agreed I envisage working with the Development Manager, the Development Consultant and a core Ministry Team to work towards a Plan of specific and timed objectives in each of the five Priority areas described in Section 4 for the period 2018-25 to present to the Trustees at their meeting on 23 October 2018. These objectives will be regularly reviewed and will be updated annually within the charity's Development Plan.
- 5.4 I am keen to progress two potential partnerships in advance of agreeing other objectives in October 2018, namely with SOMA UK and with the Scargill Movement, and would like the Trustees' agreement to begin discussions with a view to reporting to their meeting on 19 July. In both cases I have had indications from the Chair of Trustees and executive officer that they are keen to explore what a partnership with ReSource might involve. In the case of SOMA UK we would be re-building a relationship that has been mutually enriching for the two sister ministries for many years. In the case of Scargill we would be exploring not only how our respective residential and itinerant ministries might benefit from each other, but also how ReSource Trustees, staff and Associates might be supported and nourished spiritually by the Scargill community. This might be an important foundation stone for us as we rebuild for the future, and for this reason would benefit from being considered and discussed early in the process.

Recommendation 4: the Trustees receive Reports from Dr Alan Kerbey on a PR, Communications and Fundraising strategy at their meetings on 26 April and 19 July

Recommendation 5: the Trustees receive a recommended set of annual objectives for 2018-23 at their meeting on 23 October

Recommendation 6: the Director begins negotiations with SOMA UK and the Scargill Movement about potential partnership arrangements, reporting to the Trustees on 19 July

6 Operations

6.1 The Trustees have agreed that I might explore options for moving the ReSource office from Wells to a more central location in England. I have considered a number of models, namely i) home-working for the Director, Administrator and other staff ii) basing the office in a local church or retreat centre as part of a supportive link with a worshipping community and iii) having an office for administrative purposes, and as a hub for gathering staff and Associates, allowing for a measure of home working for those other than the administrative staff (much as at present). I have concluded that Option 3 offers the most chance of working effectively in the short to medium term.

I have begun to look at Meeting Point House, Telford as a location for the office. This offers a reasonably central location on a north south axis; good rail links to Birmingham and London; good road links via the M54; and reasonably priced hotel accommodation nearby in the town centre. Meeting Point House itself is run by an independent Trust with representatives of the local churches amongst its Trustees. It comprises serviced office accommodation for local and national charities; a range of rooms to hire; a community café; and a chapel looked after by the Central Telford Team Ministry and now home to an independent congregation working closely with the Church of England. It is in the centre of the new town and is a hub of activity. More details can be seen at <http://www.meetingpointhouse.co.uk>.

An office (20 sqm) has become available at an annual charge of £1973.29 and a storage room (12sqm) at £313.10pa, both inclusive of VAT. Licensees can apply a discount of 5% of the ground rent towards the hire of rooms on the site. The overall space is smaller than we currently have, but in my view is adequate for our current use, especially as I intend to have my study at home (and do some work from there) and use a hot-desk for the occasions that I am in the office. The Trustees of Meeting Point Trust Limited meets on 8 March and the Manager will propose us a suitable Licensee if we advise him in advance of that that we are interested in taking the office.

I have informed the Bishop of Shrewsbury that we are exploring having our office in Meeting Point House and he has given his enthusiastic endorsement. I am in regular discussion with Paula Smit about the relocation, and her current view is that she and Johan will move their home to Shropshire should the decision be made to relocate the office to Telford.

The rental costs at Meeting Point House are considerably cheaper than we pay in Wells (£800pcm). There will be immediate costs to the charity to move the office equipment, and to pay for the removal costs for the Director and the Administrator.

6.2 Our staffing needs will clarify as the work unfolds and as the scale of work increases but is likely to require leadership in the five broad areas of i) Ministry ii) Development iii) Administration iv) Funding and v) PR/communications. I suggest that we work with this model from the outset and review it periodically. The Trustees will need to take a judgement on what funds to commit to staffing in years 1 and 2 beyond our current income levels in discussion with our Development Consultant, bearing in mind that investment in staff will be needed if we are to make a step change in the scale of our work.

My proposal for years 1 and 2 are that we deploy a mixture of paid, volunteer and consultancy staff. These proposals have been costed in Section 8 below and highlight the scale of fundraising needed in this period to cover these additional costs. My proposals are as follows:

i) Ministry: that I lead this and have a volunteer team of department heads for each of our five strategic priorities, namely Church Engagement; Leadership Support; Resources; Intercession and Partnerships. This will be the core Ministry Team. I envisage the volunteers having a Volunteer Working Agreement for two or more days each week for a period of up to two years, on an expenses-only basis. The use of a volunteer team in the early stages will reduce staff costs, and also allow us to gauge our needs more accurately for the longer term. I am, though, proposing that we appoint Christopher Landau for two years on a Contract for Services to lead in the development of written and video resources which will be needed in the early stages to accompany our work.

ii) Development: that we appoint a full-time Development Manager to oversee the implementation of the Development Plan in the launch phase of our new vision, on a two-year fixed contract. The Development Manager will coordinate all aspects of the activity of the charity relating to its growth (as distinct from the administration of steady state functions); will put in place the systems necessary for the charity to function well as work increases and diversifies; and will appoint and induct a team of Regional Coordinators who will promote the work of ReSource on a dispersed model. The Development Manager will also lead on the sourcing, appointment and induction of a team of ReSource Associates, as described in 6.4 below.

iii) Administration: I am working on the assumption that Paula continues in post, and that we appoint a part-time office assistant should this be necessary to help with routine tasks as the charity grows. I suggest that at the point the Development Manager's post comes to an end we consider whether we need to appoint an Operations Manager to oversee the charity's high-level administration, including overseeing development issues.

iv) Funding: to be overseen by Alan Kerbey as our Development Consultant for an initial period of one year, then to be reviewed.

v) PR/communications: to be overseen by Alan Kerbey as our Development Consultant in the first year, working closely with the Director and Development Manager and outsourcing work to specialists in relation to design, media, website etc.

The Staff Team (as distinct from the Ministry Team) will consist of the Director, Development Manager, Administrator and Development Consultant. Both Teams will meet as separate units, but may meet together, and each may invite members of the other Team as needed for a particular purpose. All will work from their homes as their main place of work, and from hot-desks in the Telford Office as needed.

- 6.3 We shall need a much-improved website from the point of our re-launch with a new name, along with promotional material in written, electronic and video formats. The website will need to be capable of hosting a resources-hub and to be a daily and easily accessible interface with the work of the charity.
- 6.4 If the charity is to upscale its work on a model of close and often sustained engagement with little, local and ordinary churches across the Church of England, and wider, it will only be able to do so if it can recruit, support and deploy a large number of Associates who can work on behalf of the charity, some with specialist areas of ministry. The Associate model has a chequered history in ReSource, though we still have a small number of active Associates. My proposal is that we commit to this as a main and necessary part of our delivery-system, and that we invest in the staffing necessary to bring this into being, and to set up sustainable systems of appointment, support, monitoring and administration. The Associates will offer their time on a voluntary, expenses-only, basis. We might want to include in this group some who can offer their time to us in a more sustained way for a period, on an internship model.

Recommendation 7: the Trustees agree to move the ReSource Office from Wells to Meeting Point House Telford from a date to be agreed in the summer of 2018

Recommendation 8: the Trustees agree the staffing model described here and authorise the Director to prepare for the appointment of the paid and volunteer posts

Recommendation 9: the Trustees authorise the Director and the Development Consultant, working with the Administrator, to source and commission a new website

7 Governance

- 7.1 The Trustees agreed at Launde Abbey that they would consider changing the trading name of the charity from ReSource to 'Animate', with a view to making a decision on this at their meeting on 1 March. Trustees were asked to discreetly ascertain the views of others on 'Animate' to inform their decision on 1 March. I should note here that I am personally getting mostly downbeat responses, and also that Alan Kerbey has expressed doubts about it from a PR perspective. The Trustee observations are paramount and will be decisive in any change of name, but I have asked the members of the *ReSource Future* Group to pray around the issue and to share their thoughts with each other in an iterative exchange of emails. Should there be anything of note to report from this

process I shall do so in a paper to Trustees in advance of 1 March. Should a change of name be agreed on 1 March this will be embargoed until such time as we have an agreed plan for a launch process.

- 7.2 The Trustees have already authorised Lupton Fawcett LLP to produce the necessary paperwork for ReSource to become a Charitable Incorporated Organisation. The timescale on this helpfully coincides with the work we are doing elsewhere in this Development Plan to put the charity on a right footing for an expanded work.
- 7.3 I have been grateful personally to the four current Trustees, and most especially to our acting chair, for their support, wisdom and commitment through a difficult few years in the life of the charity. We have thus far refrained from appointing new Trustees while we have been unsure exactly what the future held for us. Now that we have a fresh vision and accompanying strategy it will be important to add to the number of Trustees, and to do so with reference to the areas of our work and the range of skills we shall need in the Trustee ranks.
- 7.4 I can see value in appointing a Council of Reference for the charity. The Council of Reference will consist of people of influence, wisdom and experience across the areas of our work and within the Church of England, who will meet with the Chair of Trustees and the Director periodically (perhaps twice a year) to hear about the work of the charity, comment on it, and offer their wisdom and advice. The members of the Council will be committed to (and be carriers of) our values and vision. They will have no governance or executive role, but they will add a further level of scrutiny and spiritual accountability for the Chair and Director. The members will be *de facto* ambassadors for the work of the charity.

Recommendation 10: the Trustees agree to change the trading name of the charity, while retaining the charity name of ReSource for Anglican Renewal Ministries

Recommendation 11: the Trustees conduct a skills and needs audit preparatory to adding to their number through to the end of 2018

Recommendation 12: the Chair and Director should consult on the terms of reference for a Council of Reference to be considered at the July meeting of Trustees

8 Funding

- 8.1 The Trustees have appointed Canon Dr Alan Kerbey on a Contract for Services, initially for 1.5 days each week for a period of 52 weeks. This is a welcome appointment and I am pleased that Alan will bring to ReSource a wealth of experience to help us to develop a marketing, PR and communications strategy, with a special emphasis on securing the financial resources we need to enable us to grow the work. Alan has started work and will be presenting draft and final strategies to the Trustees in April and July, for incorporation thereafter into the charity's Development Plan.

8.2 Alan is proposing that the Trustees appoint a Development Board to support him in the task of raising funds for the next phase of ReSource's ministry, comprising people who share our values and vision and who will commit to support us financially themselves and open-up fundraising and friend-forming opportunities with others. With the Trustees' agreement Alan will take responsibility for drawing up the terms of reference, suggesting names and helping to approach those who might be on the Board. The Board will be appointed by, report to and be accountable to the Trustees.

8.3 I would like the Trustees to consider no longer requiring a fee for ReSource's ministry, and instead having an 'expenses + gift' arrangement with those who we work with. We currently charge £250/day for each staff member + expenses, flexibly-applied.

The reasons behind my proposal are i) that a fee can be a disincentive to little, local and ordinary churches, and may very well close down opportunities for us amongst the very churches we have defined as our main arena for ministry ii) the very concept of a fee implies that we are 'selling a service' rather than 'offering a ministry'. Of course, the two are not mutually exclusive, but I think that charging a fee changes in a subtle way the nature of the unwritten contract we have with churches, from a friend-alongside to a service-provider. I am uncomfortable with this as the best model for a para-church organisation like our own, especially when the entire content of our message is about the free, unmerited and generous grace of God in the gift of the Holy Spirit iii) the flexible application that I referred to within our present practice can be difficult to negotiate and can lead to unfair variations, which I can see tying us in financial and reputational knots when we are working in more and more locations iv) it is very difficult to make a charge for the work of an Associate who is not being paid, and who those receiving their ministry may well know is not being paid and v) I suspect that we shall get as much or more income overall from an 'expenses and gift' model, supported by good literature and information about what we do and how we are funded.

That said, there is a risk that we achieve less income and will need to replace this from other sources. My view is that we should consciously find other sources to enable us to offer a ministry which, other than expenses, is free at the point of delivery.

8.4 I am attaching here as Appendix 1 a revised budget for 2018 and an indicative budget for 2019 with the variables raised in this document highlighted in red. These show the extent of the shortfall in income in both years should we commit to the additional expenditure (and office relocation) as proposed, with the variables indicated in the Notes. Clearly what is being proposed is a significant hike in our financial commitments and cannot be sustained without additional income. Our current reserves are under £100000, and our policy is to retain a minimum of £30000 in reserves. Allowing for cashflow requirements we should assume that we have working reserves in the region of £50000. The Development Consultant will present his initial proposals to the Trustees on 26 April (the estimated costs of which are included in the budgets at the level of his estimates), but Alan's initial response to the 2018 and 2019 budgets as proposed is that the funding targets for each year are "not massively ambitious, and are eminently

achievable, without having to dip into reserves”. He sees the funds coming from four main sources, in his words:

- *The current supporter base as we engage with them further. If we can increase their level of giving by 50%, this will return an additional £32,000pa (50% additional income from donations and appeals, and standing orders).*
- *Approaches to trusts and foundations. I have some ideas about who we can approach, and will think about this further. We should set ourselves a minimum target initially of £25,000 pa.*
- *Approaches to individuals who, hopefully, will be made known to us through conversations/introductions by members of the 'inner circle' - trustees, key supporters, friends, &c. I think we should set a goal of finding 10 people (minimally) who can each give £5,000 = £50,000.*
- *The 4th source will take longer to develop. This will be based around expanding the 'circle' to connect with wealthy individuals who will be sympathetic to the work of ReSource, and who can be persuaded to support us.*

In addition I anticipate that with an increase in our work that the fees/gifts we receive from those we are engaging with will increase proportionately, as will income from new supporters. We might also anticipate receiving one-off gifts at the launch and roadshow events.

Recommendation 13: the Trustees agree to the creation of a Development Board and authorise Alan Kerbey to prepare the terms of reference etc for their April meeting

Recommendation 14: the Trustees agree that ReSource’s work through staff and Associates will generally incur no fee, but be on an expenses and gift basis

Recommendation 15: the Trustees note the revised budget for 2018, the indicative budget for 2019 and the outline fundraising strategy, and agree the new financial commitments

9 Conclusion

- 9.1 I appreciate that I am asking the Trustees to make some significant decisions on 1 March, with not a lot of notice. I am proposing here what I believe to be necessary for an immediate step-change in the clarity and scale of our work as a charity. The Trustees will want to take whatever time they need to make their decisions, but I do believe that there is value in moving quickly now from the discernment period to implementation. The factors to bear in mind are i) the length of the discernment period and the patience of our supporters thus far, particularly in the context of the last three years ii) the opportunity we have in the Spring Newsletter to share immediate outcomes of the *ReSource Future* process iii) the need to get as much positive news out as possible before the 25 May GDPR deadline iv) the fact that there will be a further time lag between putting the operational infrastructure in place and seeing the work expand,

and most importantly iv) the need there is in the church for our ministry to be running on all cylinders.

9.2 The changes I am proposing are of such a scale and significance that we may well want to think of effectively 're-launching' the charity, with suitable events, literature and media coverage. Alan Kerbey has begun to think about a strategy for this, the costs of which are included in the proposed budgets

9.3 We have attempted throughout the discernment process to keep in step with the Spirit. We must continue to do so as we translate fresh vision into the strategy and organisation we shall need if we are to see the vision realised. Organisations are necessary things but can so easily acquire their own life and momentum. They can absorb energy that should be applied to the work itself. And in the worst scenario they become ends in themselves, even idols. We need to organise ourselves in the best and most God-honouring way we can, while at the same time holding it all lightly and on an open palm so that it never becomes more than a necessary means to the goal of seeing 'Churches Alive in the Spirit and Active in Mission'. Most of us involved in organisations get this balance wrong much of the time, and we shall no doubt get it wrong plenty of times in the future of ReSource. But let's make it our prayer, and hold each other to account, that we keep our eye on the vision not the organisation. And more than that that we keep our eyes on Jesus, the pioneer and perfecter of our faith, who with the Father has poured out upon us the incomparable gift of His Spirit.

Recommendation 16: the Trustees ask the Director and Development Consultant (and Development Manager if in post) to propose a programme to launch the charity's new name, vision and work

10 Recommendations

10.1 the Director will submit a Development Plan 2018-25 to the Trustees at their meeting on 19 July, incorporating the decisions made on 1 March

10.2 the Director will submit a further draft Values document for the consideration of the Trustees at their meeting in April 2018

10.3 the Trustees adopt the 5 Strategic Priorities proposed here, and agree the 1 + 4 approach as described in Section 4

10.4 the Trustees receive Reports from Dr Alan Kerbey on a PR, Communications and Fundraising strategy at their meetings on 26 April and 19 July

10.5 the Trustees receive a recommended set of annual objectives at their meeting on 23 October

10.6 the Director begins negotiations with SOMA UK and the Scargill Movement about potential partnership arrangements, reporting to the Trustees on 19 July

- 10.7 the Trustees agree to move the ReSource Office from Wells to Meeting Point House, Telford from a date to be agreed in the summer of 2018
- 10.8 the Trustees agree the staffing model described here and authorise the Director to prepare for the appointment of the paid and volunteer posts
- 10.9 the Trustees authorise the Director and the Development Consultant, working with the Administrator, to source and commission a new website
- 10.10 the Trustees agree to change the trading name of the charity, while retaining the charity name of ReSource for Anglican Renewal Ministries
- 10.11 the Trustees conduct a skills and needs audit preparatory to adding to their number through to the end of 2018
- 10.12 the Chair and Director should consult on the terms of reference for a Council of Reference to be considered at the July meeting of Trustees
- 10.13 the Trustees agree to the creation of a Development Board and authorise Alan Kerbey to prepare the terms of reference etc for their April meeting
- 10.14 the Trustees agree that ReSource's work through staff and Associates will generally incur no fee, but be on an expenses and gift basis
- 10.15 the Trustees note the revised budget for 2018, the indicative budget for 2019 and the outline fundraising strategy, and agree the new financial commitments
- 10.16 the Trustees ask the Director and Development Consultant (and Development Manager if in post) to propose a programme to launch the charity's new name, vision and work

Kevin Roberts, Director of ReSource

22 February 2018