

Report of the (Shadow) Methodist Heritage Committee and Methodist Heritage Officer

Basic Information

Contact Names and Details	Leslie Griffiths, Chair of the (Shadow) Methodist Heritage Committee Joanne Hibbard, Methodist Heritage Officer (MCH ext. 5247)
Status of Paper	Update on status and draft Report to the Conference (This paper remains draft due to ongoing consultation on outstanding matters of relationship and responsibility for the Methodist Heritage Committee to be resolved before the Conference.)
Action Required	Approval of the convening of a reference group to consult and agree on the future relationship of the Archives & History Committee to the Methodist Heritage Committee and the consequential changes to Standing Order responsibilities of these Committees.

Summary of Content

Subject and Aims	<ol style="list-style-type: none"> 1. This paper describes progress on appointing a Methodist Heritage Officer for the Methodist Church and establishing a Methodist Heritage Committee to support, advise and collaborate with her. 2. It outlines the Methodist Heritage Committee's understanding to date of its relationship with, and any issues relating to, existing connexional teams and committees, and highlights the demands being put on its budget by pre-existing work.
Main Points	<ol style="list-style-type: none"> 1. Background to this Report 2. (Shadow) Methodist Heritage Committee Status Report 3. Inter-relationships of the Methodist Heritage Committee and Methodist Heritage Officer with other Connexional groups 4. Heritage budget and grant funds
Background Context and Relevant Documents (with function)	<p>Methodist Conference 2008 <i>Methodist Heritage and Contemporary Mission</i></p> <p>Methodist Council, October 2008 <i>Methodist Heritage: The Way Forward</i></p> <p>Appendix 1: Terms of Reference for the (Shadow) Methodist Heritage Committee</p> <p>Appendix 2: Job description for the Methodist Heritage Officer</p>
Consultations	The (Shadow) Methodist Heritage Committee; the CCE&A Cluster; and is in ongoing discussion with the Support Services Cluster; the Archives & History Committee; and the Methodist Property Office.

Summary of Impact

Standing Orders	Revision may be required to Standing Orders 212/11, 337 and 936 currently relating to responsibilities of the Archives & History Committee.
Faith and Order	The (Shadow) Methodist Heritage Committee is in consultation with Faith and Order on the theological foundation for, and use of, Methodist heritage as a tool for contemporary mission.
Financial	
Personnel	
Legal	
Wider Connexional	
External (e.g. ecumenical)	
Risk	

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1. Background to this Report

- 1.1 The report *Methodist Heritage and Contemporary Mission* was received by the Conference in 2008. It sought to 'demonstrate ways in which we can enhance the mission of the Church by paying greater attention to our heritage'. As a result, a Methodist Heritage Steering Group was appointed by the Methodist Council to be responsible for the initial implementation of the report. This group was instituted as an interim measure to oversee the progress of 'Methodist Heritage' until the convening of the (Shadow) Methodist Heritage Committee and the appointment of a Methodist Heritage Officer.
- 1.2 The Steering Group outlined its progress in the report to the Methodist Council, *Methodist Heritage: The Way Forward*, in October 2008. This paper made practical recommendations about how to deliver the aims of *Methodist Heritage and Contemporary Mission*, including requiring revisions to some of its previous proposals that would bring them into conformity with broader decisions made through the Conference, including the composition of the membership of the (Shadow) Methodist Heritage Committee.
- 1.3 The following report describes the further progress that has been made, specifically in convening a (Shadow) Methodist Heritage Committee and in defining and appointing to the role of Methodist Heritage Officer. Lord Leslie Griffiths of Pembrey and Burry Port was appointed in November 2008 as Chair of the (Shadow) Methodist Heritage Committee, according to the job description presented in *Methodist Heritage: The Way Forward (Appendix 2)* and subsequently approved by the Council.

2. (Shadow) Methodist Heritage Committee Status Report

- 2.1 The (Shadow) Methodist Heritage Committee was convened and held its first meeting on 18 February 2009, primarily to agree in advance of this Council meeting the *Terms of Reference* for the Committee (Appendix 1) and to develop working arrangements from September 2009.
- 2.2 From September 2009, the (Shadow) Methodist Heritage Committee will become the Methodist Heritage Committee. A proportion of the CCE&A Cluster budget for 'Heritage & Mission' work in 2009/10 will be for distribution through the Heritage Grant Stream within Mission in Britain Connexional Grants; ring-fenced as 'heritage grants'. This paper includes details of initial proposals for those arrangements.
- 2.3 In line with the review of all Connexional committees and groups, the *Terms of Reference* for the Methodist Heritage Committee have been submitted to and approved by the Secretary for Internal Relations. These *Terms* remain under review by the Secretary for Internal Relations to whom the Methodist Council delegated in April 2008 the power to request changes to them as required by the Connexional Team, as with all groups supporting the Team.
- 2.4 Joanne Hibbard, previously Development Manager at Coventry Cathedral, was appointed in February 2009 as Methodist Heritage Officer according to the job description presented as Appendix 2. She attended the first meeting of the (Shadow) Methodist Heritage Committee in the capacity of observer, but will convene future meetings of this Committee.
- 2.5 Methodist Heritage Officer attended the 2009 Heritage Forum, which she will co-ordinate in the future, and has been invited to attend future Archives & History Committee meetings to act, as per her job description, as a link between this group and the Methodist Heritage Committee.

3. Inter-relationships of the Methodist Heritage Committee & Methodist Heritage Officer with other Connexional groups

- 3.1 Although in 2008 the Conference focused on 'Methodist Heritage & Contemporary Mission' in a new way, the work of conserving the Church's physical heritage (properties, artefacts and records) and considering how its story can be articulated for each new generation in a relevant and missiologically effective way has been ongoing since the beginnings of the Methodist Church. The writing and editing of his own journals by John Wesley bear testament to his management of the story of the Church's growth and propagation from very early days, and the Church's meticulous preservation of records and minutes is equally deep rooted and established at chapel, Circuit, District and Connexional levels.
- 3.2 A key, initial aim of the Methodist Heritage Officer is to become acquainted, as quickly as she is reasonably able, with as many as possible of the individuals and management groups (largely of volunteers) seeking to care for and promote each historic church or chapel, site of heritage interest or collection of note 'on the ground'. The Methodist Heritage Committee and Methodist Heritage Officer acknowledge they owe a huge debt of gratitude to these expert custodians of Methodist Heritage, for their ongoing concern and hard work, with extremely limited resources.
- 3.3 In recent times, three groups have assumed responsibilities for and work related to Methodist Heritage. These groups are: the Archives and History Committee, including the Methodist Heritage Task Group and Forum; those involved with archiving (at Circuit, District and Connexional Team [Support Services Cluster] levels, plus Church-funded posts located in the John Rylands Library, Manchester, and at SOAS, London); and the Property office in Manchester (whose role and responsibilities are under review).

3.4 Archives and History Committee

3.4.1 Current status

- 3.4.1.1 The Methodist Council's responsibility under Standing Order (SO) 212/11 for artefacts, publications and records that are model trust property and which the Council judges to be of historic significance to the Church was delegated to the Archives and History Committee in 1996. As a result, the Archives and History Committee also have delegated responsibility for establishing and maintaining a list of property so specified in accordance with SO 337/2.
- 3.4.1.2 The Heritage Task Group of the Archives and History Committee has been responsible for the production and distribution of the *Methodist Heritage Guide to historic Methodist places and events* and for convening the Methodist Heritage Forum, a meeting of representatives from the sites listed in the *Guide*. Managing both these activities is to be handed over to the Methodist Heritage Officer (as per her job description, Appendix 2).
- 3.4.1.3 The Archives and History Committee supports and advises on a wide range of records and archiving activities via two further Task Groups. Archiving is managed within the Connexional Team by the Support Services Cluster. Budget responsibility for the Methodist records archivist at the John Rylands Library, Manchester, will lie with 'Heritage & Mission' in 2008/9 (£45,000) and is to be covered in the 2009/10 budget (£30,000). Partial funding for the Methodist Missionary Society archivist at SOAS, London, is from the World Church Team budget. Work is needed to establish a Service Level Agreement with the John Rylands Library.

3.4.2 Proposed changes

- 3.4.2.1 The following proposals were either contained in the documents presented to the Conference and Council to date on this work, *Methodist Heritage and Contemporary Mission* and *Methodist Heritage: The Way Forward*, and/or are consequential of the content of them, and if accepted would result in the rewriting of Standing Orders to the Methodist Heritage Committee.
- 3.4.2.2 However, the Executive of the Archives and History Committee have made the Methodist Heritage Committee aware in commenting to the Methodist Heritage Officer on the draft of this report that they have concerns about the proposals and wish to contest the proposed restructuring (3.4.2.4 and 3.4.2.5).
- 3.4.2.3 There was insufficient time for the Archives and History Committee to formulate and submit alternative proposals between receiving the draft of this report and the submission deadline for papers for Council.

Therefore, it is proposed that:

The Methodist Council, recognising the Archives and History Committee has concerns relating to the future relationship of the Archives and History Committee to the Methodist Heritage Committee, approves the convening of a reference group with delegated authority from the Council to consult and agree on mutually acceptable changes to the Committees' structures and related Standing Order responsibilities, to be reported to the Strategy & Resources Committee for approval and subsequently communicated to the Conference.

- 3.4.2.4 In line with the recommendations of the Conference paper *Methodist Heritage and Contemporary Mission*, it is proposed that the Archives and History Committee will henceforth report to the Council through the Methodist Heritage Committee.
- 3.4.2.5 In line with the review of committees, responsibilities set out in Standing Order (SO) 212/11 (and hence SO 337 and SO 936) currently delegated to the Archives and History Committee are to be transferred to the Methodist Heritage Committee, although recognising the Methodist Heritage Committee's need for the ongoing advice and expertise of the members of the Archives and History Committee in the discharge of these responsibilities. The Archives and History Committee will retain responsibilities devolved under SO 015 and its subsidiary and related orders.
- 3.4.2.6 To this end, the *Terms of Reference* of the Methodist Heritage Committee (Appendix 1) require the nomination to the Methodist Heritage Committee of a member of the Archives and History Committee. This recognises the significant and extensive nature of the Methodist historic archive, the transfer from the Archives and History Committee to the Methodist Heritage Committee of delegated responsibility for model trust artefacts, publications and records of historic significance to the Church, and the importance of ensuring factual rigour in recounting and interpreting the Church's historical narrative for mission purposes: a key aim in the creation of the Methodist Heritage Committee.
- 3.4.2.7 The Archives and History Committee, along with its associated Task Groups, will be subject to appropriate review as part of the ongoing review of committees.

- 3.4.2.8 Links between the Methodist Heritage Committee and the Archives and History Committee will be maintained in future through attendance by the Methodist Heritage Officer (as specified in her job description, see Appendix 2) at Archives and History Committee meetings.

3.5 Property Team:

- 3.5.1 Initial contact has been established between the Methodist Heritage Officer, on behalf of the Methodist Heritage Committee, and the Property Office in Manchester.
- 3.5.2 The Property Office warmly welcomed the 'Heritage & Mission' initiative and emphasised the importance of Methodist Heritage being interpreted and promoted. The Property Office fully supports the aims of the Methodist Heritage Committee.
- 3.5.3 While the Property Office requires the mission aims of any project proposed to them to be agreed *before* building works are even considered, it is not their role or responsibility to ensure managing trustees deliver those mission aims after a building project is completed. Agreeing in advance and then supporting trustees to deliver their stated mission for a building project, for example, may be a complementary role for the Methodist Heritage Committee and Methodist Heritage Officer in future collaboration with the Property Office.
- 3.5.4 In realising the scope of property-related work with which the Methodist Heritage Committee and Methodist Heritage Officer may be asked to engage with staff and volunteers 'in the field', it is important to remember that currently the Property Office in Manchester only has the capacity to support the upkeep and development of listed buildings covered by 'Ecclesiastical Exemption' (plus the team handles some of the legal aspects of the provision and maintenance of manses). Applications for works on these are the subject of meetings of the Listed Buildings Advisory Committee who support and advise the Property Team. Some of these buildings are described in the *Methodist Heritage Guide*.
- 3.5.5 Not all those Methodist sites in the *Methodist Heritage Guide* are places of worship: some are houses or museum buildings, for example. Those managing listed Methodist buildings with uses other than worship, but of importance to 'Methodist Heritage', are able to access Property Office guidance, but the extent of any support may be limited and the team will not manage any aspect of the actual project. It is expected, therefore, that those caring for such sites may seek help, in terms of advice, support and grant funds, from the Heritage Grants Stream, the Methodist Heritage Committee and Methodist Heritage Officer when building works are required.
- 3.5.6 Mission and the maintenance of Methodist heritage buildings must go hand in hand. This was acknowledged in *Methodist Heritage and Contemporary Mission (para 5.4)* where the role of the Methodist Heritage Committee was described as 'one body [with] the Church's responsibility for *preserving* its heritage and for *using* it for mission'. However, the Methodist Heritage Committee urges the Council to be aware of the likely future expectation on the Committee to meet the many needs relating to the fabric and physical development of heritage sites that do not 'fit' elsewhere within the grant application process. We should not underestimate the potential scale of expectation of a conservation role for the Committee. Concern was expressed at the (Shadow) Committee's first meeting that considering building schemes may divert it from its intended role.
- 3.5.7 The Property Office is to undergo review as part of the end of the *Team Focus* process. The relationship between the Methodist Heritage Committee and Property Office is likely to be impacted by this review. It is the Methodist

Heritage Committee and Methodist Heritage Officer's intention to seek to develop and strengthen working relationships nonetheless. An invaluable pool of heritage building expertise lies with the Property staff and the Methodist Heritage Committee offers the opportunity to promote historic buildings and support the projects the Property staff manage in order to achieve their stated mission aims.

4. Heritage budget and grant funds

- 4.1 For the connexional year 2008/9, £250,000 was allocated by the Methodist Conference to establish 'Heritage & Mission' work. A budget of £250,000 has also been submitted for 2009/10.
- 4.2 This money was understood by the Methodist Heritage Committee to be required to cover:
- costs of employing the Methodist Heritage Officer and facilitating her travel nationally to liaise with those caring for the Church's historic sites and collections
 - costs of any work the Methodist Heritage Officer undertakes
 - grants for the heritage sites to undertake mission projects
 - committee members' expenses for Methodist Heritage meetings and business.
- 4.3 For the period February to August 2009 only the Methodist Heritage Officer's total salary and travel costs are expected to be c.£32,000, and in 2009/10 up to £65,000. Annually, Methodist Heritage Committee members' expenses are expected to be up to £5,000.
- 4.4 It is envisaged that annually the Methodist Heritage Committee will determine the balance of money needed from its budget for work by the Methodist Heritage Officer and that to be set aside for grants (see 4.5). This balance will be stated as far as possible in the Methodist Heritage Committee's Annual Report to the Council in the previous connexional year, alongside reporting the achievements of that year.
- 4.5 In line with the 2008 Conference instruction, the money to be distributed as 'Heritage Grants' will be managed in 2008/09 by the (Shadow) Methodist Heritage Committee. So far in 2008/09 £101,500 has been dispersed. Four grants of £25,000 each have been made to Englesea Brook Chapel & Museum of Primitive Methodism, Epworth Old Rectory, the New Room in Bristol and Wesley's Chapel and the Museum of Methodism, City Road in London, after proposals in line with the aims of *Methodist Heritage & Contemporary Mission* were received. In addition, two grants of £750 each have also been made so far following invitations for applications.
- 4.6 Criteria are being drafted for the dispersal of the remaining 2008/09 grant funds and as the basis for grant making in 2009/10, which will be agreed at an extraordinary interim meeting of the (Shadow) Methodist Heritage Committee in May 2009.
- 4.7 In 2009/10, the money from the 'Heritage & mission' budget to be made available as 'Heritage Grants' will be distributed via a new 'Heritage Grants Stream' within Mission in Britain Connexional Grants. The funds will be administered by an independent Heritage Grants Panel, advised by the Methodist Heritage Committee and according to the criteria agreed by the Methodist Heritage Committee, and reported annually to the Council (see 4.4).
- 4.8 The criteria currently being drafted will be adapted for future years, and it is envisaged that thereafter will be confirmed or have specific, time limited additional aims added on an annual basis. For example, for one year the Methodist Heritage Committee may choose to encourage bids that, as well as meeting the Connexional grants criteria for projects of 'Connexional significance' and the general criteria set by the Methodist Heritage Committee, seek to improve disabled visitors' access to information about the mission of the church.

4.9 Summary of costs:

- 4.9.1 In rationalising the activities and budget to be overseen by the Methodist Heritage Committee, demands on the £250,000 budget have come to light of which the Methodist Heritage Committee does not believe the Conference was made fully aware in 2008:
- a. The expectation that it will fund the Archives and History Committee's budget in future. For 2008/09, this is understood to be c.£55,000 and c.£40,000 in 2009/10.
 - b. It is envisaged that requests for building conservation and development grants through the Heritage Grant Stream, particularly those other than, but also including, chapels and churches, may be considerably more common and potentially for more significant sums than was expected. Exact estimates of figures cannot be given yet, but two bids amounting to over £100,000 were received at the (Shadow) Methodist Heritage Committee's first meeting.

- 4.9.2 It is therefore recognised that of the £250,000 given for 'Methodist Heritage & Contemporary Mission' annual costs will be approximately:

	£
Methodist Heritage Officer (salary & travel)	65,000
Direct costs of MH Committee	5,000
Costs relating to Archives & History Committee	40,000
<u>?MHO's work</u>	<u>50,000</u>
Total	£160,000

NB MHO's work is as yet undetermined, but may include projects such as marketing and relaunching the *Methodist Heritage Guide*, researching merchandise needs, volunteer and staff training.

- 4.9.3 This leaves at least £90,000 in the budget for conservation (see 4.9.1b above) and mission 'Heritage' grants. The Heritage Grants Panel will also consider whether applications for funds for heritage work can be fulfilled through other sources of Connexional funds (e.g., CAPF).

Terms of Reference

1. **Name of the network:** Methodist Heritage Committee

2. **Aims and objectives of the network:**

The Methodist Heritage Committee aims to protect, advocate and advance the interests of Methodist Heritage throughout the Connexion.

To achieve this, the MHC will work with the Connexional Team to formulate and keep under review a policy for the development and advancement of Methodist Heritage, with a particular focus on the role of Methodist Heritage as a tool for the contemporary mission aims of the Methodist Church.

This work will involve:

- Working with the MHO to keep under review the policy for 'Heritage and Mission'.
- Defining the criteria by which the CGC should disperse funds from the Heritage fund, liaising with the CGC to receive information on the use to which grants have been put.
- Holding designated Heritage sites in trust, if delegated by the Conference/Council.
- Receiving annual reports from the trustee bodies of Methodist Heritage sites, where the MHC is not the trustee body.
- Assisting with significant heritage applications processes which impact on the whole Connexion.
- Monitoring benchmarking schemes and other programmes instigated widely throughout Methodist Heritage sites.
- Representing the interests of Methodist Heritage in relevant contexts.
- Reporting annually to the Methodist Council on its activities and the progress of Methodist Heritage more widely. (This function may be reviewed if deemed unnecessary at a later point)
- Creating sub-groups to work on its behalf, where necessary, or inviting heritage specialists to work with the Committee where additional specialist knowledge is required.

3. **Authorising body:** The Methodist Council

4. **Reporting to authorising body:**

The Methodist Heritage Committee will report in writing to the Methodist Council once a year.

The Methodist Heritage Committee will submit a review of the Committee to the Secretary for Internal Relationships every three years. These should be formulated by the Chair of the Committee and the Heritage Officer, in liaison with the Head of the CCE&A cluster, or their representative.

5. **Number of Members:**

The Chairperson; four trustees from the 'major' heritage sites; a member of the Archives & History Committee; two independent advisors; the Director of Communications and Campaigns (or their representative), and such other person(s) as will allow sufficient skills for the completion of the major tasks of the Committee, up to a highest total of 11 people.

6. **Membership criteria:**

The possession of skills and experience necessary to complete the aims and objectives of the Committee. This may include knowledge of the interests of particular types of heritage sites or areas of heritage work.

The areas of knowledge/expertise recognised as desirable for members of the Committee include:

- Education
- IT
- Marketing
- Tourism
- Knowledge of heritage work (including museum work) outside of the Methodist Church
- Funding and fundraising, entrepreneurship and skills in budgeting and financial planning, including understanding of Connexional grants processes
- Benchmarking
- Events and activity programming
- Theology
- Experience or knowledge from the World Church, or a broader ethnic background
- Issues relating to the care and conservation of historic buildings, artefacts and records

7. **Length of service:** Maximum of 6 years

8. **Processes for recruiting new members to the network:**

Written role description and person specification based on gaps in needs and post to be filled; advertising and interviewing, where appropriate.

9. **Processes for appointing/electing to particular roles, such as Chair**

Chair – press advertising and interview essential, with a panel to be arranged by agreement between the Chair of the Methodist Council and the Head of the CCE&A cluster.

Representatives from heritage sites to be appointed internally by their trustee groups.

There will be no need for a secretary to be appointed as administrative support to be provided from within the CCE&A Cluster of the Connexional Team.

10. **Connexional Team Contact:** Methodist Heritage Officer

11. **Number and calendar month(s) during which a face-to-face meeting(s) will occur:**

Two meetings per year: late February/early March and late September/early October

12. **Processes for review:**

Time allocated in every third February/March meeting (2011, 2014...) for discussion of the Committee, its membership, its functions and work achieved. Invitation will be made following this for individual comments from Committee members and others who have worked closely with the Committee, to be directed towards, reviewed and summarised (anonymously) for wider use by the Methodist Heritage Officer. This material will be used for the completion of a written report and recommendations, where necessary, to the Secretary for Internal Relationships, to be completed by the MHO and Chair of the MHC, in liaison with the Head of the CCE&A cluster, or their representative.



The Methodist Church

Job Description

Post:	Methodist Heritage Officer
Location:	Methodist Church House, 25 Marylebone Road, London
Purpose and Objectives:	<p>To promote the work of Methodist heritage and coordinate the practical development of heritage sites and networks in accordance with the contemporary mission aims of the Methodist Church.</p> <p>(‘Methodist heritage’ is understood as locations, buildings and other places and collections associated with the historic background and origins of the Methodist Church.)</p>
Responsible to:	Director of Communications and Campaigns, in the Christian Communication, Evangelism and Advocacy (CCEA) cluster
Connexional Team Relationships:	<p>Colleagues in the CCEA cluster (e.g. evangelism, marketing, fundraising, events)</p> <p>The Grants Officers</p> <p>The Property Officers</p>
Broader Relationships:	<p>The Methodist Heritage Committee</p> <p>The Methodist Heritage Forum</p> <p>The Archives and History Committee</p> <p>Trustees and staff at various Methodist heritage sites</p> <p>The World Methodist Historical Society</p> <p>The National Churches Trust</p> <p>The Churches Conservation Trust</p> <p>MLA</p> <p>VisitBritain</p>
Ethos and Working Style:	<p>It is anticipated that the Heritage Officer will spend time working actively and directly with heritage sites and networks across the country. However, the appointment will be as part of the Connexional Team, which is based in London. Working within the Christian Communication, Evangelism and Advocacy cluster of the Connexional Team, the Methodist Heritage Officer is expected to embrace fully and advocate the ethos of the Methodist Church Connexional Team as expressed through <i>Our Calling</i> and <i>Priorities for the Methodist Church</i>, together with the collaborative working style as expressed in <i>Ways of Working</i>.</p>
Christian Communication, Evangelism and Advocacy Cluster:	<p>The purpose of this cluster is to develop the Church’s ability to speak of God and faith. In particular it holds a key responsibility within the Team to advocate and communicate <i>Our Calling</i> and the <i>Priorities</i>.</p>

In all areas the cluster will work professionally to:

- develop innovative strategic methods of effectively communicating and advocating in the 21st century; championing these throughout the Connexional Team and beyond, and providing support and guidance for all communication processes within the Church;
- ensure that the Team is able to 'listen' as well as to 'speak';
- interact as a team; operate collaboratively with other members of the wider Team sharing insights and information, and interact effectively with senior and influential people in the wider Methodist Church and its partners.

Main Tasks of the Methodist Heritage Officer:

It is the aim of the Methodist Church to provide greater financial and organisational support for its heritage sites and to develop their profile as effective tools for achieving the contemporary mission aims of the Church. Working with this brief, it will be the purpose of the Methodist Heritage Officer to work as part of the Connexional Team and in collaboration with the Methodist Heritage Committee (MHC) to:

1. Share with the MHC overall responsibility for the coordination of the Church's interest in and work relating to Methodist heritage and its links with the Church's contemporary mission aims:
 - a) convene the Methodist Heritage Committee and arrange the coordination and servicing of the annual Methodist Heritage Forum;
 - b) attend the Archives and History Committee and act as a link between this and the Heritage Committee;
 - c) arrange the editing and publication of the annual *Heritage Guide*, and the regular updating of the website;
 - d) work with the MHC in developing and implementing a policy for Heritage and Mission, as outlined in the paper *Methodist Heritage and Contemporary Mission*. (see appendix), in collaboration with the strategic objectives of the Connexional Team.
2. Develop detailed knowledge of the range of Methodist heritage sites which exist and their varied and common needs and discern the most appropriate means of supporting them centrally and locally. This may include:
 - a) enabling specifically Methodist heritage sites to realise their own potential through encouraging best practice in areas of management, IT, marketing, funding, benchmarking and the use of staff and volunteers through central monitoring and local consultation, as needed;
 - b) working with site representatives to raise the profile of heritage sites within their Districts and to increase awareness both of their needs and of their mission potential;
 - c) overseeing and encouraging partnerships between Methodist heritage sites, including, where appropriate, the development of support groups and of regional networks to support the shared use of volunteer resources and the coordinated programming of activities, events and exhibitions;
 - d) encouraging heritage sites and networks to develop links with other associated Church bodies and external tourism and heritage organisations;
 - e) with the MHC, assisting sites with applications for grants, MLA accreditation and other relevant proposals.

3. Work with others in the CCEA cluster to strike an appropriate balance between working directly with heritage sites and using that experience centrally, as an officer of the Connexional Team:
 - a) sharing in the strategic thinking of the CCEA cluster so that points of synergy between heritage work and related mission, advocacy and communication work elsewhere in the cluster can be achieved;
 - b) providing a voice for Methodist heritage which represents the needs of heritage sites throughout Britain in decisions made centrally.
4. Perform other reasonable duties as requested by the Director of Communications and Campaigns.