

## Written evidence submitted by the National Church Institutions of the Church of England

### Submission to DCMS Select Committee from the National Church Institutions of the Church of England: the impact of Covid-19

The Church of England is made up of thousands of different organisations under one umbrella. The following component bodies are impacted by Coronavirus:

- 12,382 parishes, with each parochial church council being an independent charity, most of which are currently excepted from registration as their income and expenditure is below the current threshold (which is due to expire in 2021).
- 42 dioceses (including the Diocese of Sodor and Man and the Diocese in Europe), with each diocesan board of finance being a separate, registered charity and whose most significant income stream derives from parish churches paying their ‘parish share’, an income stream that has instantly dropped since church buildings closed.
- A Diocesan Board of Education for each diocese in England, responsible for educating one million children. Their income is reduced because school buildings cannot open as usual so conferences, training and support is all on hold and income will suffer, as will the National Society’s (the national charitable body for Church education) income which comes through networks, programmes and conferences which schools and school leaders are unable to access through this season.
- 42 cathedrals in England which at present are not charities for the purposes of the Charities Act 2011 but are recognised as charitable by HMRC for purposes of fundraising, holding restricted funds, claiming Gift Aid etc. They have lost income from visitors, retail and catering, conferences and hire, and seen the value and yield of investments plummet.
- A number of registered charities come under the Church of England banner, such as Theological Education Institutions and Mission Agencies such as the Church Urban Fund.
- The National Church Institutions (NCIs) include the registered charities of the Archbishops’ Council, the Church Commissioners, the Church of England Pensions Board and the National Society for the promotion of Religious Education.

The Archbishops’ Council is responsible for coordinating the national work of the Church of England and therefore makes this submission on behalf of all parts of the wider Church.

The majority of our parishes care for listed buildings, with many welcoming visitors and tourists – in excess of 10 million people a year. The contribution of our cathedrals alone to the national economy through tourism is £220m a year in normal times. We employ over 5000 people across all our different parts. We have responsibility for intangible heritage such as the Anglican choral tradition. We employ, directly and through contract, hundreds of specialist craftspeople such as stonemasons, as well as conservators, conservation architects, archaeologists and ecologists, including support for vocational training programmes and apprenticeships.

The Church of England is uniquely positioned to help with national recovery from this pandemic. Many of our churches are co-ordinating local support for the vulnerable, and we are seeing widespread engagement, both nationally and locally, with the digital services churches are offering during lockdown. The national online weekly services have received more than 5.2

million on Facebook and YouTube over the first three months. As in all times of stress and crisis, people will need cathedrals and churches when the pandemic is over: so people can gather to mourn those who have died, celebrate the NHS and others who have worked so hard to keep our nation functioning, to give thanks for surviving the crisis, and to rebuild communal life. Short-term measures to keep our churches operating are needed, both for what they are doing now and for what they will need to be ready to do as we recover.

## What has been the immediate impact of Covid-19 on the Church of England?

### **Social and community impacts**

The closure of church buildings during lockdown had a significant impact on our communities and congregations. While lots of churches have been able to institute online alternatives in many circumstances (more than 5,000 services and events are now listed through [A Church Near You](#), the Church of England's local church finder tool), these do not completely make up for the loss in ability to meet. This has had an impact in our communities – through the change in fellowship experienced among churchgoers, but also because of an inability to celebrate significant events such as weddings and baptisms, and not providing a place of prayer for those who are anxious or bereaved for example. The closure of the church in any community will have cut many people off from an important source of companionship, many of them older people and some among the more vulnerable in society.

Almost 13,000 churches responded to a 2017 questionnaire about social action and community outreach. 80% were involved with at least one form of social action and several were involved in more than one, with over 1,800 reporting that they ran three or more. In addition to running 13,100 projects themselves, churches hosted 3,600 projects, carried out 4,900 in partnership with other organisations and supported 11,100 projects in other ways. In total, these churches between them were involved in almost 33,000 social action projects. The projects were wide ranging: 23% of churches reported that they ran parent/carer and toddler groups, 16% ran lunch clubs and over 60% supported food banks in some way, often in partnership with other organisations.

As a result of lockdown we had to stop the majority of these 33,000 social action projects. Church of England churches have prioritised keeping food banks running within social distancing guidelines and have worked with the Department for Education to ensure all children eligible for free school meals can continue to receive support. We are very aware that the amount of need across society has increased at a time when it is hardest for us to support people as we would wish. We are looking at how we can re-start as many of these as possible.

### **Financial impact – parish churches**

The annual Church of England economy (representing parishes, cathedrals, dioceses and the National Church Institutions) is around £1.6 billion p.a. Parishes are the powerhouse of this with annual income and expenditure of £1.1 billion in normal circumstances.

We are in the process of assessing the estimated financial impact to our parish churches. The financial areas at risk from the pandemic from giving and income generation are the £57m annual income in plate collections at services, £63m annual income through fundraising, and trading income of £117m a year. Anecdotally, churches with a high proportion of regular givers are tending to cope much better as most of them are standing orders or direct debits. Having said this, regular giving will be under threat if there is a sustained significant increase in unemployment. We have seen large losses from cancellation of regular and one-off events bookings in our churches and church halls, and a drop in donations and income from visitors and events, and in rental income from commercial tenants. These headline figures don't take into account the dispersed nature of the Church as independent charities.

For some individual parishes and dioceses there has been a more significant impact, which is a threat to their financial viability. Within dioceses, parishes with a higher dependence on cash giving, visitor donations, occasional offices and hall rental are being disproportionately affected. These tend to be the smaller, more rural churches that were more vulnerable before the pandemic. We are working to understand other factors that have led to both localised and regionalised differences in the loss of financial incomes.

The response shown by church members to alleviate the financial impact of the pandemic has often been extraordinary. Thousands of churches have set up an online giving facility, with over 700 people attending webinar training run by the national Church, over 30,000 views of pages for online giving on Parish Resources and Parish Buying, and over 1,500 downloads of an animated film to encourage giving to be played in online services and on social media.

The National Church Institutions has made available a £75m liquidity fund to support dioceses with immediate cashflow difficulties by allowing increased time to pay sums due for the national clergy payroll and making advance payments of grants. Additional funding has also been made available of up to £35m for short-term assistance to dioceses in 2020 and early 2021. The majority of the funding will be made available in grants to the dioceses in most need. However this will not compensate for the permanent loss of income suffered by most of our parishes as a result of church buildings being closed.

### **Financial impact – cathedrals**

*A separate submission has been made by the Association of English Cathedrals, with which the NCIs are in full agreement. This is supplementary to that submission.*

All cathedrals are finding the current lockdown a major strain on resources, with the full impact unknown while there is no end to the crisis in sight. A number of cathedrals reported immediate cashflow issues and many are reporting major losses of revenue streams and have responded, amongst other measures, by furloughing a majority of staff or starting a round of reorganisation and possible redundancies.

To help support cathedrals with both these financial losses and to help them remain sustainable for the future, the National Church Institutions brought forward £3m of existing committed grant payments, to ease cashflow, and has set about distributing a £10 million Cathedrals Sustainability Fund (CSF). There will be an initial tranche of grants of up to £2 million for those cathedrals identified as running out of cash and which will therefore struggle to pay their wage bills over the next three months, in order to fund up to three months' payroll costs. There is also an immediate allocation of up to £1 million to fund up to 3 months' payroll costs for cathedral heritage craft staff employed in cathedral yards to prevent this vital strategic workforce being made redundant. The third immediate area of support is the opening of the fund for new applications to the CSF with particular consideration given to posts that will aid cathedrals in their recovery plans once they re-open. The next stage, for July, is to review the forecast losses of all cathedrals and identify what further financial support can be made available to them.

We are also exploring emergency funding for cathedral musicians in order to protect the Anglican choral tradition, a treasured part of our cultural landscape which has become a casualty of COVID-19.

[How effectively has the support provided by DCMS, other Government departments and arms-length bodies addressed the sector's needs?](#)

### **Coronavirus Job Retention Scheme**

The job retention scheme is a lifeline for our dioceses, larger churches and cathedrals, and some linked charities. We are grateful it has been extended to October and can now include people returning on a part-time basis initially. However, it is likely that for those affected the impact to operations, such as hosting events or welcoming visitors, will not return straight away as restrictions continue to be lifted. We would ask consideration is given to organisations who will likely see a longer-term impact to staffing and finances as operations begin to restart.

We ask for government assistance with funding such redundancy payments as cannot be avoided. For charities, redundancy payments cannot be offset against taxable profits and have to be funded from charitable income.

### **Government financial measures**

Only a small minority of the charities under the Church of England umbrella are able to benefit from government measures as most do not employ staff and are not registered for business rates. This has had a particularly serious consequence for churches who rely on church hall income. Our largest entities – the NCIs and some dioceses and cathedrals are able to benefit from the 3-month deferral of VAT payments, but most of our Church entities do not make taxable supplies and are not registered for VAT.

Some cathedrals, our largest trading operators, are eligible for grants from the Retail, Hospitality and Leisure Grant Funds, but a number of cathedrals (and almost all our churches) do not pay business rates or do not have rateable values at or below £51,000.

Whilst we welcome the fact that the Business Interruption loan scheme backed by the British Business Bank was extended to include religious organisations, the scheme is unlikely to have wide applicability to our Church entities since, like other charities, they are not in a position to take on debt finance as they do not generate the level of surplus income with which to repay loans and service interest.

To support all our parishes, as with any number of smaller charities, government support is needed. Whilst we are grateful for all measures so far put in place, we believe that charities such as our parish churches need additional support to assist with both immediate cashflow issues to meet financial commitments and longer-term planning in the context of falling voluntary income.

If it is possible to do so we would like to see current support for businesses extended to charities, especially the grant funds. Something equivalent to the government Small Business Grant Fund, but aimed at charities or places of worship, would be very welcome.

### **Gift Aid**

We welcome the decision by HMRC that multiple cash gifts under £30 from the same giver will still be allowed under Gift Aid Small Donations Scheme (GASDS).

### **Historic England**

Historic England (HE) has been an expert voice, a truly collaborative partner, and a great support to the work of the national Church in assessing and starting to address the needs of churches and cathedrals as historic places. HE surveyed the needs of the heritage sector soon after lockdown and the findings of this survey helped them to develop a targeted emergency grant scheme, a second phase of which has now been launched. The initial phase of this fund was heavily oversubscribed and the same is expected of the second phase. Church organisations were successful funding applicants to the first round. HE has the knowledge and expertise to support places of worship extremely effectively if given greater resource and grant funding.

### **National Lottery Heritage Fund**

As a response to COVID-19 the NLHF closed its usual programmes and dedicated existing funds to a £50m emergency fund. Churches and cathedrals who have accessed it have reported it to be helpful in supporting them through initial financial pressures but due to tightly drawn eligibility criteria many have found themselves unable to access it. The impact of the closure of the general programme of grants has not yet been assessed but a continuing lack of large-scale capital grant funding for repair and restoration is likely to have long-term repercussions for our ability to keep church and cathedral buildings open. This situation will be made worse by the pressure on other funding sources for repair projects brought about by COVID-19.

### **MHCLG Taskforce on Re-opening Places of Worship**

This group has been a good way to focus the specific questions and issues around re-opening, and we are glad to be a part of it. Despite this, the short-notice change in the date to which places of worship would be allowed to re-open for private prayer, and the late publication of guidance on this, has been problematic, causing unnecessary uncertainty and stress to parishes. We would welcome a commitment to guaranteeing reasonable notice before changes are introduced and adequate lead-in for the preparation of guidance.

### **DCMS Taskforce – Heritage Working Group**

We are glad to be represented on the heritage working group set up by the Heritage Minister to support the DCMS Cultural Taskforce, and have found it useful to be able to share thoughts and experiences with him, DCMS officials, and colleagues across the heritage sector. The issues of churches and cathedrals as visitor attractions and heritage sites are well understood within DCMS and we hope this translates into timely production of guidance and ongoing communication about future changes to Regulations and restrictions, as well as heritage being supported to play its rightful part in recovery efforts.

We also hope that there is effort to ensure consistency between guidance from DCMS and MHCLG where there is overlap in dealing with places of worship.

[What will the likely long-term impacts of Covid-19 be on the sector, and what support is needed to deal with those?](#)

### **Support for re-establishing capital programmes**

In usual years the Church spends over £150m a year on its cathedral and church buildings, investing huge sums in traditional craft skills, builders, roofers, other specialist trades and apprenticeships. Across the UK, and all sectors, 50% of the UK construction market relates to maintaining and improving existing buildings, representing tens of thousands of jobs.

We ask that the government consider how it can best support re-establishing this crucial part of regional and national economy through dedicated heritage and places of worship capital funds, building on the results of the Taylor Review of church building sustainability pilot projects. The initial Taylor Review proposed a Major Repairs Fund of £36m per annum for Church of England churches. Scaling up and rounding to include all listed places of worship suggests a figure of about £45m per annum for England. We also have a quantified need for around £15m a year of capital funding for cathedrals. Suggestions on how this could be administered have been discussed with DCMS officials, with several established mechanisms available.

Although some large-scale repairs are always unavoidable – for example replacing a lead roof that has reached the end of its life - we would particularly like to see long-term support from government to allow better cyclical maintenance and repair, rather than a reliance exclusively on large episodic grants. Research has found that carrying out regular low-cost cyclical maintenance would save each church on average over £60,000 of avoidable repair costs over five years.

Supporting these various capital funds will support hundreds of jobs, ensure vital crafts training programmes can continue, and keep churches and cathedrals open to the public.

In addition, we ask that DCMS prioritises completion of the work it has already carried out to confirm that Parish Councils may legally donate money to their local church building. This was a recommendation of the Taylor Review.

### **Support for specialist professional freelancers/contractors**

All our churches and cathedrals rely on specialist freelance and contractor staff to fulfil essential roles such as architects, engineers, conservators and archaeologists. These roles are an integral part of the ecosystem of maintaining our heritage of church buildings and a highly-regarded part of the country's knowledge economy. These specialists are known to be suffering as not only has their work dried up, many of them do not qualify for the government support for the self-employed as they have averaged over £50k annual profits in the past three years. Many of them have subsidiary contractual obligations and, if unable to pay their own staff and contractors, will lead to an entire group of individuals facing real financial hardship. We would ask that the £50k cap on eligibility for government support be lifted to reduce this threat.

We are aware of contractors for building projects whose businesses are now threatened because they will receive payment at the end of a contract and this date has now been delayed by several months. Many of them have subsidiary contractual obligations as outlined above. We ask for special consideration of contractors in this position.

We are concerned that freelance commercial firms potentially going bankrupt will lead to a loss of the skills needed to maintain our 12,500 listed buildings. We share this concern with others in the heritage sector (Historic England, the National Trust etc.) and have shared our concerns with the Heritage Minister and officials at DCMS.

Our larger churches and cathedrals have contractual obligations they are unable to break, such as paying chorister fees at choir schools. These present an additional cashflow drain at a time of no income. We ask that this issue be considered for government support.

### **Organisational reform and our historic buildings**

Even before COVID-19 the Church of England had begun work on its future strategy. This work is now focused on recovery as well as longer-term planning. At present we are carrying out analysis and work with dioceses and cathedrals to establish what the pandemic will mean for our operating model, which is based around having a church congregation and building in every parish, run by local people. Some dioceses have already begun looking at issues like number of clergy and whether they need to retain all their buildings.

At present we close 20-25 churches a year, (although more congregations than this open up, either using existing buildings or spaces such as school halls). There is the possibility that the financial and social impacts of COVID-19 may increase the number of closures, though press speculation that there may be large numbers of closures is ill-founded. If more buildings do close, the economic climate is likely to make it much more difficult to find viable alternative uses.

We are working with partners such as the Churches Conservation Trust – who are part-funded by DCMS – to address this possibility, and considering innovative new models of maintaining our historic church buildings if they are not retained as parish churches. Where possible we seek to retain local responsibility for the church buildings and supporting the capacity of communities and congregations to be part of that structure, with the aim of keeping as many church buildings open in one way or another as possible. The availability of capital funding and of expert builders and craftspeople to repair church buildings is one of the biggest determinants of their having a sustainable future, whether as active churches, or as historic visitor attractions, or both. No decisions have been made yet on this front.

In addition to capital support, government could aid us in opening up our buildings to as many people as possible by working with us to provide funds to allow for development and exploration of the potential for diversification and wider use where appropriate. This would build on over a decade of our ‘open and sustainable churches’ programme which has seen everything from post offices to bakeries to children’s play areas to co-working spaces installed into our church buildings. There is a real risk that this imaginative and diverse programme will not be able to continue without funds for professional advisers on community development and commercial partnerships. In the past we have been successful in finding such funds from grant-making trusts and Lottery providers, but the present focus on COVID-19 recovery means many of these sources are no longer available. Particularly in rural areas, churches are often the last public building left and become the chassis for the delivery of community services. It is clear from the response to the current situation that church congregations have an important role to play in emergency response and planning, and that our network of buildings could have an important role to play in any future similar situations – but they have to be fit for purpose to allow that kind of use.

## What lessons can be learnt from how DCMS, arms-length bodies and the sector have dealt with Covid-19?

### **Planning for future lockdowns**

If it is likely that there will end up being a regional (or potentially even more localised) approach to future infection spikes and associated shut downs, it will be crucial to be clear how employers and institutions are going to be supported to enable them to withstand that. We are looking for now to a world *with* COVID-19, not one after it. It is becoming apparent (e.g. the new lockdown in Beijing) that for the next 18 months or possibly longer communities, charities and businesses will need ongoing support measures to enable businesses to survive with all the regional /localised instability COVID-19 brings. Government should publish its plans for these future scenarios.

It would be useful to know how DCMS/government plans to share close-to-live local infection rate data with businesses, charities and other organisations serving the public. It would be helpful for attractions to be able to see trends in R rate, so that if it’s moving towards a situation where another lockdown in that area is needed, they can have as much notice as is feasible. Our churches and cathedrals are made up of a disproportionately high number of potentially vulnerable people, so it is particularly challenging for us.

### **Guidance and legislation**

In this set of phases of re-opening government guidance has often been published very late in the day – in one case less than 24 hours before a legal change allowing churches to re-open for private prayer came into effect. This has made it very difficult to produce our own guidance for our specific contexts. Greater notice of guidance and of dates for changes in government policy will be essential in handling future lockdowns, whether regional or national.

The initial drafting of the Emergency Regulations around closing places of worship was very tightly drawn and made managing these places very difficult – for example there was no allowance to enter the building for essential maintenance or security checking, even though these are often insurance requirements. In addition, although charitable purposes such as food banks were specifically allowed – which was very welcome – the drafting of the regulations did not appreciate the multiple uses many churches and cathedrals make of their buildings, which meant a legal restriction on uses that might have been desirable such as allowing schools to use church buildings as overflow for classrooms. Consultation on the drafting of future legislation would be greatly appreciated.

How might the sector evolve after Covid-19, and how can DCMS support such innovation to deal with future challenges?

### **Levelling Up and Social Justice**

The Church of England has a long-term interest in supporting communities in areas of deprivation. We target elements of our own internal funding towards this through our Lowest Income Communities Funding, through our work on urban estates and deprived towns, and through our social action work. Continuing this work is one of our greatest priorities.

Government has acknowledged that the impact of Coronavirus has been disproportionate, hitting poorest communities hardest. We want to be a constant presence for those who are struggling the most, helping them in spiritual and practical ways.

To do this we need government support. Poorer communities were disproportionately impacted by this lockdown – often living in smaller or poorer quality accommodation, with less access to outdoor space and no transport of their own. Second wave planning needs to have issues of social justice, as well as safety, at its heart. If there are future lockdowns, especially over the winter, our concern is that the need for social action projects like night shelters is hugely higher when the weather is cold. Having our church buildings locked when people are freezing on the streets, or in need of shelter, food or support, is an unacceptable possibility. The general mental-health impacts of lockdown during winter, with darker days and poorer weather, also need to be considered. We would welcome active planning to develop contingency plans to address these needs.

The initial lockdown approach was, for understandable reasons, nationwide and without exception. It quickly became clear that those designated as key and essential workers were largely from lower-paid sectors such as supermarket workers, delivery drivers, cleaners etc. Their contribution has arguably been as crucial to keeping the country going as that of doctors and nurses. In planning for future scenarios and considering the priorities of recovery this should be acknowledged.

Churches are well positioned to be vehicles of social investing through our church buildings, which give us a presence in every community in England. Capital investment schemes such as the ones suggested above could be targeted to particularly benefit deprived areas, generating local economic benefits, and potentially offering training and skills development.

### **Environmental sustainability**

The Church of England has committed to reaching carbon net zero by 2030, which will involve major investment in its buildings and estates. The Church of England National Investment Bodies have a separate set of commitments to addressing climate change through their investments and shareholder power. They were founder members of the Transition Pathway Initiative, a global,



asset-owner led initiative which assesses companies' preparedness for the transition to a low carbon economy.

For the Church as a whole care for the environment is a primary Christian duty, involving care for the poorest and most vulnerable across the globe, the responsible stewardship of the resources we have ownership of or control over, and a positive message of care for Creation. This includes supporting biodiversity in our churches and churchyards, working with partners such as Natural England to map and protect ancient grasslands, trees and rare species.

A low-carbon capital programme, linked to the capital programmes suggested above, could help meet two objectives for the government; creating economic activity whilst helping meet the government's Paris Climate commitments. It would help the country Build Back Better. For example, a specific grant fund could be established to support off-grid churches with existing oil boilers to move to low-carbon electric heating. The Church's highest energy using buildings are our secondary schools, cathedrals, and major churches. A capital programme which included making appropriate changes to these buildings would be invaluable. A combination of grants and low-cost loans would create momentum. The existing SALIX fund for schools could perhaps be extended to other buildings which offer public benefit, such as churches and church halls.

Government could support this work by funding research into the value of churches and churchyards from the perspective of the contribution they make to people's welfare. The purpose of valuation research would be to demonstrate the economic value of the 'non-market' aspects of church buildings and church yards which are not typically accounted for in cost benefit analysis.

As part of recovery there is a key opportunity to assess priorities against the known threat of climate change. Government subsidies for green technologies would be an enormous help in us making our buildings carbon neutral. Consideration of the need for clean, reliable public transport would help rural communities in particular. We believe safeguarding the environment must be a priority for recovery efforts.

### **Digital evolution**

The Church of England has been involved in discussions about improving digital (mobile and broadband) connectivity in rural areas for some years. The absolute necessity of good internet and mobile connections has been demonstrated beyond doubt during lockdown, particularly as so many churches have tried to continue to share online worship and community gatherings through YouTube, Zoom, Facebook and other platforms. The national and local services have been watched by people across the age ranges. The Church has seen overwhelming demand for its apps, with downloads up 400% in some cases.

We intend to support parishes to continue with digital provision through guidance and training on AV equipment, specific advice on installing broadcasting infrastructure in listed church buildings, as well as grants for the equipment they will need.

Given this demand is so dependent on good connectivity, we would like to expedite the process of improving connectivity, especially in rural areas, and repeat our offer that our churches can, with suitable local permission and consultation, form digital connectivity hubs. We have been working on this for some years and have produced specific advice for our churches – whether rural or urban – encouraging them to consider the possibilities of being local hubs.

The current legislation enabling mobile network operators to push through installing infrastructure at vital sites has created a febrile atmosphere which the Church has attempted to redress through a partnership with some of the major operators that sets out terms of engagement. Closer working with government on this issue would be welcomed. Greater subsidies for

installation of cables in rural areas would be hugely beneficial. At present mobile network operators are focused on urban areas and those which offer them greatest demand and profitability. Redressing the rural-urban digital divide would be a positive outcome of the experiences of lockdown.

### **Tax incentives for recovery**

DCMS should commit to maintaining the Listed Places of Worship Grant Scheme until a permanent solution to the issue of the disproportionate VAT on repairs is found, removing the fear that VAT will be payable on major repairs if the Scheme is withdrawn at short notice or not renewed. The LPOW scheme is currently set to expire in March 2021.

Longer-term we join with others across the heritage sector in advocating the zero-rating of VAT on repair and restoration of existing buildings, bringing it in line with the zero rating for new builds. This will support the green agenda as recent research has proven that reusing existing buildings is up to 18 times lower in terms of carbon footprint than building new buildings, thus supporting our efforts to tackle climate change.

In order to encourage further generosity, we are supportive of the Charities Tax Group proposal for a Gift Aid Emergency Relief Package, which would temporarily increase the value of Gift Aid for donations and also amend GASDS so that it could be more beneficial to more charities.

### **Tourism**

Churches and cathedrals welcome more than 10 million visitors in normal years – not counting those who attend our worship services. As tourism starts to open up as a possibility – initially internal to the UK and then internationally - we ask the government to include our cathedrals and churches in any messaging it may undertake in support of tourism, and make provision for additional funding to support the sector to engage with local destination management partnerships and to support existing organisations involved in supporting church tourism.

Submitted on behalf of the National Church Institutions of the Church of England  
by Becky Clark, Director of Churches and Cathedrals, 19<sup>th</sup> June 2020