

The first report of the Vision Group to the Church Council

Introduction

The Vision Group Agenda, the leaflet that started the discussions, was circulated to the church members at the start of September, and the Vision Group has met in four meetings during September to consider the issues raised in that Vision Agenda. This report sets out their work, including some comments made by members of the group after the meetings.

The people who have shared in one or more of these meetings are (in alphabetical order): Maddie Bane, John Banham, Pauline Binney, Rosemary Briggs, Brenda Cooper, Yannie Duveen, Carol Elliss, Sheila Mappin, Diana Foxton, Maureen Loy, Ian Lucraft, John Prewett, Rita Prewett, Maurice Stafford.

I would like to thank everyone who came to one or more of the meetings for their openness, their caring, their enthusiasm and their willingness to listen to each other and think things through. I thought they were very encouraging meetings, and I believe we have a firm foundation for going ahead to develop a solid "road-map" for the thinking and development of Hillsborough Trinity.

This initial report is not the final Vision Group report, nor is it the agreed plans for the future. In fact it is partly setting out in more details the questions that we have to answer. It's initial thinking is set out here, in order to offer to the Church Council, and the whole congregation, a view of its initial thoughts, and to seek the endorsement of the Church Council to proceed with the Vision Group thinking and planning.

We hope to meet again at the end of October, to review and reflect on the views of the Church Council on this report, and to start to set out a plan of campaign for taking forward our various strands of thinking.

You will find with this report a short feedback form, which we are inviting every member of the congregation to offer their own feedback on this report.

- ***What do you think about the things we are considering?***
- ***What do you like and what do you not like?***
- ***Are there any other things you want the Vision Group to consider?***

This work is a real collaboration across the whole congregation and your views as individuals are vitally important to the thinking and planning, so that we end up with a Road-map that is supported by the congregation and offers us a real hope of a way forward. Please fill it in and send it back.

Being like Jesus in Hillsborough

Who is the community of Trinity?

We first thought carefully about the area we served, and where our members and community roll live. We had the following observations to make:

- It is not easy to identify a specific "patch" that Trinity serves. While most people live north of Holme Lane and west of Penistone Road, south of Fox Hill and including Winn Gardens, Birley Carr, and east of Malin Bridge, about a third of our congregation live outside that area, and each one of those people was valued and needed and loved in their own right.
- The group felt very strongly that there is no boundary to our membership, and we do not want to create one artificially. We want to be open to people from wherever they come. People come to Trinity for all sorts of reasons, and we want to welcome, love and support them whatever their location or reason for being with us.
- We already have some very different groups in our church, and we want to do all we can to build up these groups and where appropriate, help them to be more confident and vibrant. These groups are as important to support and develop as anything new:
 - the people at Polly's
 - the Sunday School
 - uniformed organisations
 - toddlers and parents
 - craft groups
 - holiday club
 - snooker club
 - fair-trade buyers
 - Agewell
 - the black ladies group
- Thinking about where we would focus our outreach is a different question, and on that we agreed that the focus of our outreach would be mainly the people who live and work and visit the area we set out above: north of Holme Lane and west of Penistone Road, south of Fox Hill, including Winn Gardens, Birley Carr and east of Malin Bridge.
- We did identify Hillsborough Park as an area without residents but with users to whom we might offer our church as a place of worship, fellowship and services, if we could think of creative ways in which to do so.
- We also identified young (20-40) men and women, often parents, for whom the church finds it hard to find attractive and meaningful forms of relationship.

We should try hard to be inventive about establishing inviting activities for these two groups of people, including doing some research with some of them with whom we already have contact, to ascertain their ideas.

Who's hurting in our neighbourhood?

If Jesus is calling us to love our neighbour as ourselves, who might that be that needs our love?

In asking this question we were conscious that we do not know everyone's hurt, and we certainly cannot respond to everyone's hurt. But we are sure that there may be some way in which we as a community of Jesus disciples could reach out in love and support to one of these groups, or some other group as yet un-identified. This is not a list of work to do, but as we go forward, we believe that we may find a new calling, from this thinking, or from something someone else says to us.

The initial list we thought of is:

- anyone is hurting at some time
- people in desperation
- those who are homeless, or lack food or money
- those who are isolated and lonely, living on their own
- those with limited ability to get out of their home without help
- carers of children, adults and older people
- people who have been bereaved, either recently or longer ago

We recognised also that we need to work out how to deal specifically with the occasional situation where someone approaches church with a need for food or money or other immediate help. We agreed that as a separate item we should work out a strategy for how we will respond to such immediate requests, explain that to everyone at church so that they know, and have the current information for referring people so that we can provide effective referral.

A Sanctuary for people

We asked how the church could be a sanctuary for people who are hurting or want to pray, or talk, or just sit.

- We are pleased with the facility to talk and pray in the church on Wednesday, and that work of sitting with people and listening to them needs to be supported and developed.
- Maybe we could have quiet church music like they do in continental churches as a background.
- Maybe we could make it more clear to people outside that the church is open for prayer and

reflection and listening, when it is open like that, with an A-board on the street.

- Maybe we could make more of the side chapel in any re-developments, with a glazed quiet space, where people can sit and reflect, pray, or talk in confidence.
- We need to make sure that there is information for people who use this about what else is going on, and who they can talk to.

Pastoral support

We first expressed strong support for the role of pastoral leaders and the notion of 'society groups' that Hillsborough still held on to. This is a concept sometimes forgotten in churches of late, but as ministry becomes more of a congregational-led activity over the coming years, and as we take care for those who come to us, it will be increasingly important. We thought of the following things:

- We need to make sure that our membership list is complete and up to date and the information for contact details is complete.
- We do not believe that there is any need to differentiate between 'members' and 'adherents' these days, now that assessment is not calculated on member numbers.
- We need to think through what 'being a member' means today, and what impact that might have.
- We need to think about including the 'adherents' and the 'not members but attend regularly' groups of people into the pastoral groups, which at the moment are only for members, though this may require more pastoral groups.
- We need to make sure that we stay in touch with all our members, including those who for one reason or another cannot come to church, either regularly, or at all.
- We need to make sure that all the different groups of people who are part of our church life are equally valued and included in the things we do.
- We need to work hard at being a 'welcoming church' with open doors, welcoming greeting and helpful support for visitors.
- We need to have welcome notices with impact in the entrance areas, and to work hard at welcoming and integrating new visitors.
- We need to have information for visitors about our activities, without them having to ask for it, so that they can take it away.
- When we have visitors to church, or to other activities, we need to ensure that we take a note of who people are so that we can maintain contact with them and include them in future mailings.

- We need to develop secure follow-up arrangements for people who want us to stay in touch with them, or provide further pastoral support.

Worship

One of our questions was “How can our worship be empowering for all the members of our congregation?”

But we did not have time to address this in the initial meetings, and we agreed that we would come back to this at a later meeting and give it the attention it deserved.

Communication

We need to think how we can improve the communication to all our members and adherents about the things we are doing.

We already have an excellent newsletter, but we are not sure it gets to all our members and friends; we need to think how we can improve distribution.

The newsletter comes out every three months, and we wondered if we should think of something smaller but more frequently.

We think we could use the pastoral groups more effectively to get our news out.

Other Christian churches

The question was “How can we develop our relationship with other Christian groups?”

- We recognised that we have a strong Karen Christian community worshipping already in our church, and we agreed that while there have been some linkages with them for some things, we want to come into a closer living relationship with them, if they would like us to do so.
- The S6 Youth Network is very important to our church outreach with younger people as it forms a communication exchange and support function for our activities and our people.
- There is one other Methodist church on the edge of this area, Wisewood, but both churches collaborate and are not in competition with each other.
- There are some other denominations in the same area, and in general, while friendly relations are maintained, there is no general desire by churches in the area to collaborate more closely.
- It may be that other churches in the area are thinking about their futures. We have no knowledge of this, but if they were we should grasp opportunities for working more closely as they arise and if they suit all parties.

Trinity's connections with Hillsborough

Relations with the community

Over the previous century Trinity has been remarkably self-sufficient, and this has led to a sense of independence, and a view on the part of some people outside Trinity that Trinity did not need their involvement.

Others have said that we have been very good at talking amongst ourselves, but not so good at talking as a church with people outside our own church community.

On the other hand the members of Trinity are remarkably well embedded in the life of Hillsborough, with excellent connections with other local people, and vast reservoir of knowledge about many people who live in and around the community.

Equally, the old ‘cliquey’ days in the church have long gone, and now there is an openness and a welcome for everyone, that Trinity can build on to overcome any residual negative memories in the community. But it will have to work hard to demonstrate that openness and outreach, and to give evidence that the reach out into the community is just as much for the community’s benefit as for Trinity’s.

We considered how we reach out into the community and for what purposes, and have the following observations to share:

- We want to use the opportunity of reaching out to invite others to meet Jesus and to share something of the life of discipleship that has been so important to us, and we believe could be of value to others.
- We think we can best do this by working with some individuals in the community, and some other community groups, to provide caring and serving activities at Trinity for people who would welcome such services. We have not yet identified what they might be, but working alongside the volunteers and being with the clients in such activities would be a beginning in broadening our relationship, demonstrating our gospel in action and opening the door to people to come in.
- We do not think community groups will want to come to us to support our activities, because they have their own vision, and are all committed to their own activities. But by having one or two community groups using our premises, groups that share some of our values, we can become part of the wider Hillsborough community for more than just church-goers.
- We believe that in these days, where the church is no longer one of the dominant forces in the community,

we need to go into the places where community relations are developed and supported. This will mean we have to engage with the Community Assembly, Hillsborough Open Forum, Friends of the Park, the S6 Youth Network, the Advice Centre (whom we have already supported) and other local places where people of goodwill seek to make a difference. We need to become one of the community organisations that offer serious activities and support and communications in our neighbourhood.

- We should be a place where other community groups know they can disseminate their information, and expect that they will reciprocate for us in our activities.
- We need to get our information into other organisation's publications, including updating Sheffield's "Help Yourself" website.
- We need to become a place where the community seeks to meet for one-off meetings, events and other activities.
- We could be a new concert venue for the north of Sheffield, (where there is not such a venue), with a choir or orchestra using us as a base, and offering, amongst others, concerts and other events in our wonderful main building.
- We could be the home for a statutory or voluntary agency, which has high visitor footfall, and needs regular use of a medium-sized office as its base, with other rooms available occasionally. Ideally this would be a group whose activities reflect closely our own values.
- We cannot do all this on our own, but in partnerships we can make a big difference.

How can our buildings work more effectively?

What do we want to use our buildings for?

We agreed that primarily our buildings are here to enable us to worship God, listen to the stories of Jesus and explore our faith in a community of disciples of all ages.

- Therefore we will want to maintain our church space, and meeting rooms in a contemporary style, so that they are fit for the life of our congregation over the next 20 years or so.
- Secondly, we believe that Jesus calls us into practical loving action, often in partnerships with other

people, whereby we put into practice the servant ministry which he showed us was central to our faith. So we will need to have practical rooms where we can deliver caring services to those in some sort of need.

- Thirdly, we remember how Jesus looked out from his own community to embrace people of other faiths and nations, people who were not respected by the church leaders, and people who were not from his own background. We want to try and follow his example and come closer to people who are not part of our church life, not just because we want to tell them about Jesus, but because we want to take our own faltering steps towards a more sharing community in Hillsborough, at a time when there are increasing pressures for division.
- Fourthly, if we are to keep these buildings, then the buildings need to help pay for themselves. We as a medium-sized congregation, and anyone who joins us in future, will be less and less willing to spend money on maintaining the building; we are much more interested in what we do with people. So we need to find ways of generating some income from parts of the building, either in casual or in long-term lets. We would only want to do this with user groups that chimed with our values and objectives, though they will not be Christian organisations themselves.

What would we like to do to improve the building?

We identified many things that we would like to do. We know that this is a wish-list, and we won't be able to afford them all. So they are listed here without a preferred order, and the next stage will be to decide how much these things might cost, and our order of priority. Most of the ideas have been discussed before.

- Accessible modern toilets, with baby-changing facilities and hot-air dryers;
- Improved access to the hall from the yard to accommodate wheelchairs;
- A utility room for flower arranging and cleaners with a butler sink;
- A lift to take people from the road level, to the church level and the upper floor level, probably where the minister's vestry is now;
- Welcoming and accessible entrances with attractive posters, welcome leaflets.
- A new entrance from the street level into a glass entrance lobby behind where the choir sits, which includes the lift, and carpeted steps up to the church level;
- New modern, attractive notice-boards at the front of the building;

- Improved upstairs rooms, with kitchenette, toilet, level floor;
- Consider the most effective use of the various rooms for our church use and for rental opportunities.
- Re-design the layout of the church, with a level floor, a level and lower sanctuary, comfortable chairs that we can move around rather than the existing pews, carpet across the church area, modern sound system;
- Improved access from Lennox Road with a drive-in for disabled vehicles and an access directly through the cloakroom for the church, and a re-modelled yard;
- Make sure the emergency exits are up to standard, that we obtain the necessary fire consents and certificate numbers for the hall and the church;
- Decorate the premises in a more contemporary style;
- Create a prayer space, possibly in the church;
- Move the back wall of church forward, creating a larger lobby-space and having a glass screen into the church space;
- Automatic valves on the heating zones.

Some things won't cost money, and they are listed here:

- Sort out our unwanted equipment and "stuff";
- Have a general clear-out, including the cellar;
- Sort out cupboards and store what we do want to keep more efficiently;

What does the future timescale on these things look like?

We believe that we can start thinking about how we use our buildings more effectively immediately. Three examples:

- Two people who were at one small group that met in the hall asked why they couldn't meet in the Beginner's Room to save heating costs. It would mean that we would have to think about how the heating works in the building, but that's exactly right.
- When Maurice moves to his next appointment next September, his office will be available again and we need to decide which rooms we want to use ourselves and which ones would work as spaces that we could find a paying tenant for. We would want to find a tenant that chimed with our ethos, and brought footfall into the building; but that would be a creative use of that space.
- Sort out the notice-board in the main entrance to church with welcome posters and leaflets. We're going to do that in October!

We also recognised that all this will mean that we also have to think carefully about how we manage our buildings. This will have an impact on such things as:

- care-taking
- cleaning
- key-holding
- utilities
- phones

and we will need to think and plan for how these are effectively managed without increasing the burden on individuals.

A sustainable financial future

The first thing the Vision Group felt it had to do was to establish how much money we have got, and how much it costs to run Hillsborough. When we have done that, then we can begin to think about how we move forward.

How much have we got in the bank?

With the recent skilful hard work that Judith Jessop has done with the Trust managers in Manchester, we now have a more ordered Trust arrangement in place, and as a consequence we have some more freedom to use our funds in positive and helpful ways. But we still are governed by strict charity laws.

- We have an investment trust that has about £1,100,000 in it, and this earns about £28,000 per year (varying each year with interest rates). We can use the interest and we can, for certain purposes, use some of the capital, if we decide to do so. We have to explore precisely what we can use it for.
- There is a temporary Reserves Fund, which holds around £100,000, and this is ear-marked to cover our church's annual deficit of about £25,000 each year, and to pay some circuit assessments, for the next three years by which time it will be spent. Then the temporary Reserves Fund will be closed.
- There are Hillsborough deposit accounts with about £120,000, from the sale of the old caretaker's house in Dixon Road etc., and we can use that as we wish, but some of it is needed for fire alarm and other work already in hand, but most of it can form the basis of a Development Fund.
- The church has a small current account of about £8,000, which we use as our working account.

How much do we raise and spend each year?

At the moment, Hillsborough Trinity is spending about £85,000 each year. It varies from year to year, and there have been some large repair expenses recently.

Hillsborough's annual income each year is about £63,000, so we are spending about £22,000 more than we earn each year, and the gap is being paid for by the Reserves Fund. The Reserves fund will cover that gap for three years, but if we do not change our spending and earning pattern, in three years we will have to start eating into our capital to keep going.

Our annual expenditure of about £85,000 means that it costs about £1,635 every week, or £234 per day, to keep Trinity open and run all the activities we do.

About £12,000 of our annual income comes from the offertory plate. So the giving by church members is about one fifth of our income, and about one seventh of our expenditure. We have about 40 members on the roll, and so the offertory plate giving averages out at about £300 per member per year, or about £6 per week.

The remaining costs are paid by the investment income of about £28,000 per year and from rents and other charges.

What are our financial objectives?

The Vision Group were clear that the following objectives should be agreed and worked on by the whole church:

1. The most important objective was that we must maintain the work of the family worker. We are unanimously agreed that this is critical to the ongoing life of our church, and that the development of our relationships with people in and out of the church is more important than building developments.
2. The second objective is that we should balance our books on an annual basis. This means that we must find ways to spend less and earn more. Spending less is hard, but we must work consistently to bring costs down. More positively we believe that we can increase the income of Trinity in a variety of ways.
3. The third objective is that we should create a Development Fund, to enable us to move Trinity's buildings into a future use that is self-sustaining, brings in income, and enables a closer integration into the community.

The summary position is that Trinity no longer has lots of money to do what it wants; those days have gone. But by hard work, collaboration with others, fund-raising, using our resources well, and careful financial management, we can have a viable church and develop new work and improve our buildings.

What ideas do we already have for becoming sustainable?

The Vision Group offers the following ideas, not in any particular order.

Income

- More paying users of the building;
- Economic rents for user groups, without driving them away;
- Church groups seriously consider their own user group contributions to the cost of the premises by donation;
- Invite the congregation to recognise the financial situation and that we will be more dependent on them than we have been in the past;
- Promote the existing envelope scheme;
- Promote the existing gift-aid arrangements;

- Create one or two more activities in the church which would pay a contribution, such as a lunch club for isolated and infirm elderly;
- Identify one paying tenant for Maurice's office;
- Events that bring in money;
- Create a building fund.

Expenditure

- We should make a first year target of £5,000 in the reduction of the annual deficit, knowing that the deficit reduction must be improved even further in years two and three.
- Cut the use of gas by shorter hours, better use of rooms, lower temperatures, more cardigans!

What ideas do we have for a Development Fund?

It is too early to have any clear idea how much money we would need to raise to do the things on the list of ideas for the development of the premises. We need to hear from a surveyor to identify costs and from an architect to check some of our ideas make sense.

But as a first attempt to sketch out how a development fund might be created the following three suggestions are made:

1. We set aside the bank deposit from the Dixon Road sale, (£107,000), as the first 'brick' in the development fund.
2. We ear-mark up to £100,000 from the Investment, to support the development of youth work, as the second 'brick' in the fund.
3. We set ourselves a target, through grants and fund-raising, to raise £100,000 of new money into the development fund.

This would create a development fund of £300,000, which is a substantial step in the right direction.

There are some observations to make about these proposals.

We need to husband the money on deposit from Dixon Road very cautiously, even to place it into a development fund, leaving some reserve for the church's ongoing urgent needs, so that it is a strong basis that grant givers can see we have created from our own resources.

The money in the Investment Fund is primarily covering the church's expenditure on the Family Worker, and we do not want to compromise this in any way. Using 9% of the fund means that the loss of interest for each year would be about £2,520, which is a small amount in the scale of things, but it would allow us to immediately add a second £100,000 to the building fund. We should be seeking also to support the Family Worker post by other grants in addition to investments.

The money in the Investment Fund goes up in value or down, according to the markets and the activities of the fund managers. It appears from this year's accounts, and we need to check this, that the underlying fund may have increased in value this year, and if it has that would immediately add to the value of the investment.

What are the next steps?

We agreed the following next steps, subject to Church Council endorsement of the report and these recommendations.

The Church Council is invited to approve the following resolutions:

1. The Church Council endorses this initial report. We are NOT asking the Council to agree with every line in the report. Before we undertake major building works or other major changes, we will always bring issues to the Church Council, and also the Church Meeting, for approval. But at this stage it would be helpful if the Church Council could endorse the work that has already been done, and invite the Vision Group to proceed to the next steps.
2. The Church Council invites the Family Worker Management Committee to consider the ongoing contractual arrangements for the Family Worker past the initial three year contract, and to present proposals to the next Church Council in January for their recommendations for its continuation for approval by the Church Council at that meeting.
3. The Church Council requests the Finance Committee to consider suggestions about how we can balance our books on an annual basis, with a balanced budget in three years time, including any initial consideration for letting parts of the building, rentals, and other matters, and bring their initial thoughts to the next Church Council meeting.
4. The Church Council endorses the proposal that the church should do everything possible to make an initial £5000 reduction in the annual deficit in the current financial year.
5. The Church Council will propose to the next Church Meeting that it approve the creation of a Development Fund to raise funds to support the re-development of Trinity, the details of which will be worked out with the Church Council after the Vision Group has delivered its final report after Christmas.
6. The Church Council approves the invitation to an architect to have an initial "free-of-charge" look at

the ideas we have in mind, and to sense-check them for practicality and creativity.

7. The Church Council approves the expenditure of a small sum, perhaps up to £500, for initial advice from a surveyor, to add an estimated cost to the items on our "wish-list", so that we have a shopping list that we can choose from, and have a sense of how much we need to raise for the Development Fund.
8. The Church Council approves an enquiry to Manchester to explore the arrangements for the Trust Fund and our ability to use a small percentage of the fund (9% or £100,000) as a basis for the Development Fund.
9. The Church Council approves an initial letter or other communication to the Property Division in Manchester, and the Circuit and District Property Committees, to advise that we are at an early stage of preparation of a plan to improve our premises, so that they know what we are thinking about, and ensure that we are lodged in their processes.
10. The Church Council approves an initial enquiry to the Methodist Property Division and the Rank Trust to ascertain the process for seeking any grant funding through Methodist circles.
11. The Church Council authorises the Vision Group to approach potential groups who may use the premises, to explore possibilities, and make an initial report back to the next Church Council.
12. The Church Council authorises the Vision Group to begin the preparation work for the raising of £100,000, including the examination of which charities may be approachable, and to explore their timetables and requirements, and the creation of a Development Fund prospectus, setting out the church's objectives and activities, the purpose of the developments and the basis on which funding will be sought.

I would like to thank all the members of the Vision Group for their help so far, and hope that they are as encouraged as I am by the first round of planning discussions. I have written this report based on the notes we took at the meeting and have consulted with one or two on the text before issuing it, but I accept all responsibility for the written content as it appears here in front of you. If you want to comment on it, please do use the Feed Back form that comes with the report. The Vision Group commends this Initial Report to the Church Council, and seeks their endorsement of the recommendations.

Ian Lucraft, October 2012.

Draft Timetable

The following timetable is an initial estimate of how things might proceed. It may be that things do not happen in this order, and they certainly will not happen to this timescale.

2012	October	Church Council approves initial report
	October	Inform circuit, district and Manchester
	October	Architect and Surveyor approached to provide initial advice
	October	Discuss plans with Karen Congregation
	October	Improve welcome notice-boards
	October	Write welcome packs
	October	Print more Information sheets and get holders for them in lobby
	October	Start contacting community groups to discuss ideas and potential tenants
	November	Discuss plans with each church group
	November	Update Help Yourself
	November	Produce A-frame notice board outside for when church is open
	November	Vision Group starts detailed planning and updates draft timetable
	November	Decorate upstairs two rooms
	November	Contact choirs and orchestras with a view to identifying any interest
	November	Update and merge the membership lists and include everyone in pastoral groups
	November	Publicise our plans to other local churches with a view to inviting collaboration
	December	Architect and Surveyor initial reports considered by Vision Group
2013	January	Spring clean of old unwanted stuff
	January	Approach grant bodies for initial contact
	January	Church starts Development Fund
	January	Design and procure new external notice-boards
	February	Vision Group refines plans for the building
	February	Publish Finance Group proposals for financial viability to church and invite their participation
	March	Vision Group produces final report
		Consider new caring activity for aged infirm and plan for commencement
	April	Commission architect sketch plans and improved pricing in consultation with requisite bodies.
	May	Commence grant application submissions based on Vision Group final report
	September	Re-furbish Maurice's office to a basic standard
	September	New minister arrives to enter into the discussions
	September	Decide any continuing involvement of assistant minister in project
	October	Review plans and take stock of fund-raising activity
	October	Review sustainability improvement and address further balancing activity
2014		Hopefully we will have a firm plan for the building, potential tenants, and some initial successful fund-raising
		Detailed plans
		Approvals and consents
		Tender
2015		Commence major re-furbishment activity

Feedback form

Please write in any feedback you think might help us work out the best future for Trinity. If you think we have got anything wrong, or missed out something that is really important to you, please tell us. You do not have to write your name and address in if you do not want to. We still want to hear from you anonymously. We want to get a real feel for the views of everyone. If you do write in your name and address, we will be able to respond to your comments and perhaps work out with you how we can make this development project the best that it can be. If you need more space, please go onto a clean sheet of paper.

There is a box in the church entrance lobby for your views. (We will bring it into Polly's!)

Please return your feedback form by 30th November, so that we can take account of your views in the next stage of our thinking.

Being like Jesus in Hillsborough

Trinity's connections with Hillsborough

How can our buildings work more effectively?

A sustainable financial future

Other comments

Your name and address