



**Christian  
Distinctives**  
Excellence at Work

# **Annual Report 2008**

**Report of the Trustees and Unaudited Financial  
Statements for the Year Ended  
30 November 2008**

REGISTERED CHARITY NUMBER: **1059592**

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## CHAIR'S REPORT

This year has been a year of consolidation and growth for the charity.

We have been challenged to maintain our focus in seeking to transform the work of individuals, organisations and churches to grow into excellence. The key is modelling Christ-like values while evaluating the organisational effectiveness.

The charity continues to offer training, resources and developmental consultancy, alongside a robust assessment process, to help the Christian sector to improve the ethos and practice of managing people. We want to see people and organisations reach the height of their potential while expressing Christian distinctive values.

We continue to develop our Board of Trustees and have been encouraged at our quarterly meetings to see exciting opportunities open up and many interventions that have bought about real change and lasting impact.

As we reflected on the good things God has done for Christian Distinctives in the past year we were reminded of the phrase, "Joy is the echo of God's life within us". This is what we hope can be heard from within us as a charity and increasingly within the individuals, organisation and churches with which we work.

*Paul Williams*

# REPORT OF THE TRUSTEES

FOR THE YEAR ENDED 30 NOVEMBER 2008

The trustees present their report with the financial statements of the charity for the year ended 30 November 2008. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' issued in March 2005.

## REFERENCE AND ADMINISTRATION

### **Registered Charity number**

1059592

### **Principal address**

Miss C L Coningsby  
PO BOX 177  
Twickenham  
TW1 1WH

### **Trustees**

Paul Williams (Chair), Paul Cheesman, Louise Coningsby, Brian James, Katy Murray

### **Independent Examiner**

AJ Bennewith & Company  
Hitherbury House  
97 Portsmouth Road  
Guildford  
Surrey  
GU2 4YF

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### **Governing document**

The charity is controlled by its governing document, a deed of trust, and constitutes an unincorporated charity.

The trustees consider that there are sufficient reserves. Any foreseeable risks have been considered and taken into account in future budgets.

All trustees appointed when necessary are given sufficient training on appointment and we continue to look for further opportunities for development.

### **Risk management**

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

# OBJECTIVES AND ACTIVITIES

The work of Christian Distinctives is described as helping **Christian Organisations and Churches become more: *Spiritually passionate, Professionally excellent, Distinctively Christian.***

## Vision and Mission

To see excellence across the Christian Sector through:

- Increased organisational effectiveness,
- Organisations modelling Christ-like values

This is enhanced and facilitated by:

- high quality people and organisational management practice, and
- organisations championing equality and diversity,
- whilst retaining a Distinctively Christian Identity

## Values

**Christian Distinctives** seeks to model the following five values, namely:

### Christ-Centeredness

We have Christ at the heart of all that we do as organisations. This value expresses itself in areas such as seeking direction from God through worship and a reliance on prayer; showing dependence on God in our work, as we seek to put him first and placing value on a personal relationship with him through Jesus Christ.

This is the foundational value, with the other four flowing from being Christ-Centered.

### Individual-Awareness (valuing each person)

We value each of our people as being uniquely made in God's image and recognise the importance of treating people as individuals while at the same time acting with impartiality. This value expresses itself in valuing relationships and treating individuals well: treating them fairly, with compassion and understanding and supporting their holistic development.

### Inclusivity (fairness and belonging)

We treat our staff without favouritism or prejudice and value their diverse gifts, experience and perspective. This value expresses itself in open communication, seeking input and feedback from all staff and involving them in the heart of the organisation, particularly as it relates to their lives. Bias will not be evident in the availability of training, or advertising of positions.

### Interdependence (working together)

We recognise the need we have for one another and see this worked out in developing healthy relationships. You see this value in effective teamwork, in healthy team relationships and in an attitude of togetherness within a mutually supportive environment.

### Integrity (in who we are and what we do)

There is a consistency between the stated Christian values and mission, and the attitudes and behaviours of the organisation's leaders. This applies both externally, in how they carry out the mission, and internally, in how the organisation is run and the staff are treated. The leaders are people of character and worthy of respect. The organisation's representatives are known to act with integrity in all that they do.

To find out more about these values, go to our website: [www.christiandistinctives.org](http://www.christiandistinctives.org)

## ACHIEVEMENTS AND PERFORMANCE

There are several ways to look at the work of Christian Distinctives. Firstly, we are part of a community of like-minded people who are passionate to see change in the Christian sector. Secondly, we are an organisation that produces resources and carries out a range of different catalytic and facilitatory activities to increase excellence. Thirdly, we are a small neutral trust.

2008 has been a year of increasing our medium term capacity by engaging more with the virtual community, constant revision of our resources and services and strengthening our internal processes.

### **Communicating with the Virtual Community**

A lawyers' briefing in the autumn gave an opportunity for a legal view on the content and use of Aspire as well as for sharing ideas and best practice for working with Christian organisations. One of the lawyers in the community kindly gave additional legal critique to facilitate an update of the handbook, Distinctives.

An invitation to a CIPD and ACAS event to review the SORB regulations gave an opportunity to give input from the Christian sector and involved liaison with various members of the virtual community including those in politics, law and HR.

### **Building and retaining Partnerships**

The trust, team and community members can be catalytic but to see the vision become a reality partners have given in the past and continue to give to the ongoing work of the trust. We were very thankful for a timely financial gift in the summer and the ongoing relationship we have with EKreative and the Evangelical Alliance. In addition, there are more partnerships in discussion so that the work can expand into each subsector. Future impact will not just be through the work of associates/ advisers, but through sub sector lead organisations and leaders catching and rolling out the vision to their constituent.

### **Engaging the Wider Constituent and Casting the Vision**

As well as a number of one to one meetings, team members have presented and/or been in attendance at wider events such as the Evangelical Alliance Council, CARE House of Commons Briefing, EA HR Forum and Cross Pollinate. It is encouraging that following a presentation on retaining Christian identity at one organisation's global forum, the organisation have now produced enhanced resources on Christian values to be rolled out globally.

### **Managing Assessment and Advice Services**

During 2008 the managing agent team has developed its ways of working and internal processes. Adviser's documentation and methods of briefing and training continue to be improved and augmented. During 2008 there was ongoing briefing and training of advisers.

## Resources



**- Aspire** is a self-assessment tool enabling a Christian organisation to obtain internal feedback on its people management and leadership and to monitor the effectiveness of its Christian values in the workplace. Aspire will produce reports of strengths and weaknesses which are complemented by an executive summary report produced by an Aspire Adviser. Its aim is to help organisations to aspire to greater godliness in the workplace and increased professional excellence.

Assessment data and feedback from Aspire assessments are continuously monitored and improvements are regularly made to the questionnaires and reports within Aspire. In 2008 the diverse type of organisations which completed Aspire included an international mission agency, a service provider with a focus on schools work, housing and fitness and a prison ministry. Overall, 20 organisations have had an Aspire assessment, some at different stages of the development of Aspire. Some quotes from some organisations on their experience of Aspire include:

*"We wanted to measure whether our Christian ethos was actually experienced on the ground and to have evidence of our ethos to back-up our GORs. Aspire helped us do that, highlighting specific areas that needed improvement. Now we have a baseline to build on and a measurable way for us to monitor progress. A very, very helpful tool for a CEO."*

Chief Executive – Mission Care

*"We found Aspire very revealing. Not only were some of the results unexpected, but it acted as a catalyst to important discussions. We are now taking actions to more objectively work through our Christian distinctive and people management."*

Chief Executive – Stepping Stones

*"It has been very helpful using Aspire to see where our strengths and weaknesses lie and to find out what people are really feeling on the ground. We used Aspire to shape the next year's action plan. We are doing it again, to monitor our progress and highlight next steps."*

Chief Operating Officer -Compassion UK

**- Distinctives** is a manual to help organisations work through the spectrum of practical issues in managing staff and volunteers from a biblical perspective. This pack assumes little knowledge of Personnel Management and although larger organisations may find it a helpful check, it is primarily designed for:

- churches who employ a number of staff members
- small to medium-sized Christian organisations

The contents are designed to reflect various aspects of working with people. Each section provides an introduction to the issue and highlights the distinctively Christian aspects, before working through some of the practical issues involved. At the end of each section there is a checklist for action and some helpful pointers for further investigation and sources of help.

During 2008 there were 41 sales of Distinctives.



## Infrastructure and team

The trust continues to develop with the Operations and Development Team meeting quarterly to ensure that development work continues as well as ensuring the finances, partnerships, marketing and key result areas are robust. There has been thankfulness for the set up of smoother financial systems and the return from absence of a core member.

## Foundations

We continue to seek God for his guidance and direction in the work of Christian Distinctives. We do believe that **"in his heart a man plans his course, but the Lord determines his steps"** Proverbs 16:9. In times of prayer we have been reminded that God sees the whole perspective and the way through, when so often we just see a "maze of yew hedges". "A pin of light can light up a whole room", so when we believe we have few resources we can still bring significant change. However, we are also reminded of the need for interdependence and that each thread of a loom, like each member of the virtual community, has a vital role to play

## FINANCIAL REVIEW

During the year we were fortunate to receive a large donation which has enable us to continue and increase the work of Christian Distinctives. The full financial position can be seen the in annexed financial statements. Overall there was a surplus of nearly £10,000, which will be carried forward and used to further the work of Christian Distinctives.

## PLANS FOR THE FUTURE

The work of Christian Distinctives continues to have a widening impact in the sector we work in. Through a update to the Distinctives resource, we hope to increase its usefulness as Churches and Christian Organisations continue to become aware of it's value and assistance in developing excellence in their people management processes and practices.

Aspire will continue to be our primary focus for development as we see its impact reaching further into the sector and change cultures. Further advisors are being trained and equipped and by summer 2009 there should be between 5 and 10 advisers ready to serve organisations. There are increasing referrals between advisers, some as a direct result of organisations needing assistance following Aspire and others through an ongoing organisational need.

We will continue to research the sector and establish the ongoing needs of the community and look for further ways to help Churches and Christian organisations become more professionally excellent, spiritually passionate and distinctively Christian.

# STATEMENT OF TRUSTEES' RESPONSIBILITIES

Charity law requires the trustees to prepare financial statements for each financial year, which show a true and fair view of the state of affairs of the charity and its financial activities for that period. In preparing those financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operational existence.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 1993. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**ON BEHALF OF THE BOARD:**

Trustee ..... Date: .....

# INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF CHRISTIAN DISTINCTIVES

I report on the accounts for the year ended 30 November 2008 set out on pages four to fifteen.

## **Respective responsibilities of trustees and examiner**

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year (under Section 43(2) of the Charities Act 1993 (the 1993 Act)) and that an independent examination is required.

It is my responsibility to:

- examine the accounts under Section 43(3)(a) of the 1993 Act
- to follow the procedures laid down in the General Directions given by the Charity Commission (under Section 43(7)(b) of the 1993 Act); and
- to state whether particular matters have come to my attention.

## **Basis of the independent examiner's report**

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

## **Independent examiner's statement**

In connection with my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that, in any material respect, the requirements
  - to keep accounting records in accordance with Section 41 of the 1993 Act; and
  - to prepare accounts which accord with the accounting records and to comply with the accounting requirements of the 1993 Act

have not been met; or

- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

AJ Bennewith FCA  
Hitherbury House  
97 Portsmouth Road  
Guildford  
Surrey  
GU2 4YF

Date:.....

**Christian Distinctives****Statement of Financial Activities  
for the Year Ended 30 November 2008**

|   | Notes | Unrestricted<br>funds<br>£ | 30.11.08<br>Total<br>funds<br>£ | 30.11.07<br>Total<br>funds<br>£ |
|---|-------|----------------------------|---------------------------------|---------------------------------|
| <b>INCOMING RESOURCES</b>   |       |                            |                                 |                                 |
| <b>Incoming resources from generated funds</b>  |       |                            |                                 |                                 |
| Voluntary income  |       | 15,096                     | 15,096                          | 8,375                           |
| Activities for generating funds   | 2     | <u>3,253</u>               | <u>3,253</u>                    | -                               |
| <b>Total incoming resources</b>   |       | 18,349                     | 18,349                          | 8,375                           |
| <br>  |       |                            |                                 |                                 |
| <b>RESOURCES EXPENDED</b>   |       |                            |                                 |                                 |
| <b>Charitable activities</b>  |       |                            |                                 |                                 |
| General   |       | 9,256                      | 9,256                           | 8,828                           |
| Joshua Generation gifts   |       | -                          | -                               | <u>3,519</u>                    |
| <b>Total resources expended</b>   |       | 9,256                      | 9,256                           | 12,347                          |
| <br>  |       |                            |                                 |                                 |
| <b>NET INCOMING/(OUTGOING) RESOURCES</b>  |       |                            |                                 |                                 |
|   |       | 9,093                      | 9,093                           | (3,972)                         |
| <br>  |       |                            |                                 |                                 |
| <b>RECONCILIATION OF FUNDS</b>  |       |                            |                                 |                                 |
| <b>Transfer of Christian Distinctives opening balance from Evangelical Alliance</b>   |       |                            |                                 |                                 |
|   |       | (837)                      | (837)                           |                                 |
| <br>  |       |                            |                                 |                                 |
| <b>Total funds brought forward transferred from Joshua Generation on name change.</b> |       |                            |                                 |                                 |
|   |       | 1,702                      | 1,702                           | 5,674                           |
| <br>  |       |                            |                                 |                                 |
| <b>TOTAL FUNDS CARRIED FORWARD</b>  |       |                            |                                 |                                 |
|   |       | <u>9,958</u>               | <u>9,958</u>                    | <u>1,702</u>                    |

The notes form part of these financial statements

**Christian Distinctives**

**Balance Sheet**  
**At 30 November 2008**

|  | Notes | Unrestricted<br>funds<br>£ | 30.11.08<br>Total<br>funds<br>£ | 30.11.07<br>Total<br>funds<br>£ |
|--|-------|----------------------------|---------------------------------|---------------------------------|
| <b>CURRENT ASSETS</b>                            |       |                            |                                 |                                 |
| Cash in hand                                     |       | <u>9,958</u>               | <u>9,958</u>                    | <u>1,702</u>                    |
| <b>NET CURRENT ASSETS</b>                        |       | <u>9,958</u>               | <u>9,958</u>                    | <u>1,702</u>                    |
| <b>TOTAL ASSETS LESS CURRENT<br/>LIABILITIES</b> |       | <u>9,958</u>               | <u>9,958</u>                    | <u>1,702</u>                    |
| <b>NET ASSETS</b>                                |       | <u>9,958</u>               | <u>9,958</u>                    | <u>1,702</u>                    |
| <b>FUNDS</b>                                     | 4     |                            |                                 |                                 |
| Unrestricted funds                               |       |                            | 9,958                           | 1,702                           |
| Restricted funds                                 |       |                            | <u>--</u>                       | <u>---</u>                      |
| <b>TOTAL FUNDS</b>                               |       |                            | <u>9,958</u>                    | <u>1,702</u>                    |

The financial statements were approved by the Board of Trustees on  
..... and were signed on its behalf by:

.....  
Trustee

The notes form part of these financial statements

## **Christian Distinctives**

### **Notes to the Financial Statements** **for the Year Ended 30 November 2008**

#### **1. ACCOUNTING POLICIES**

##### **Accounting convention**

The financial statements have been prepared under the historical cost convention, and in accordance with the Financial Reporting Standards for Smaller Entities (effective January 2007), the Charities Act 1993 and the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities.

##### **Incoming resources**

All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

##### **Resources expended**

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources. Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

##### **Taxation**

The charity is exempt from tax on its charitable activities.

##### **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

#### **2. ACTIVITIES FOR GENERATING FUNDS**

|                         | 30.11.08     | 30.11.07 |
|-------------------------|--------------|----------|
|                         | £            | £        |
| Distinctive sales       | 581          | -        |
| Aspire sales            | 1,497        | -        |
| Training fees           | 450          | -        |
| Additional advisor work | <u>725</u>   | <u>-</u> |
|                         | <u>3,253</u> | <u>-</u> |

## Christian Distinctives

### Notes to the Financial Statements for the Year Ended 30 November 2008

#### 3. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 30 November 2008 nor for the year ended 30 November 2007.

#### Trustees' Expenses

There were no trustees' expenses paid for the year ended 30 November 2008 nor for the year ended 30 November 2007.

#### 4. MOVEMENT IN FUNDS

|                           | At 1.12.07   | Net<br>movement<br>in funds | Transfer<br>from<br>Evangelical<br>Alliance | At 30.11.08  |
|---------------------------|--------------|-----------------------------|---|--------------|
|                           | £            | £                           | £   | £            |
| <b>Unrestricted funds</b> |              |                             |   |              |
| General fund              | <u>1,702</u> | <u>9,093</u>                | <u>(837)</u>                                | <u>9,958</u> |
| <b>TOTAL FUNDS</b>        | <u>1,702</u> | <u>9,093</u>                | <u>(837)</u>                                | <u>9,958</u> |

Net movement in funds, included in the above are as follows:

|                           | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Movement<br>in funds<br>£ |
|---------------------------|----------------------------|----------------------------|---------------------------|
| <b>Unrestricted funds</b> |                            |                            |                           |
| General fund              | 18,349                     | (9,256)                    | 9,093                     |
| <b>TOTAL FUNDS</b>        | <u>18,349</u>              | <u>(9,256)</u>             | <u>9,093</u>              |

## **Christian Distinctives**

### **Detailed Statement of Financial Activities** **for the Year Ended 30 November 2008**

|  | 30.11.08<br>£     | 30.11.07<br>£     |
|--|-------------------|-------------------|
| <b>INCOMING RESOURCES</b>              |                   |                   |
| <b>Voluntary income</b>                |                   |                   |
| Joshua Generation gifts                | -                 | 5,144             |
| Donations                              | 15,096            | -                 |
| Joshua Generation gifts to associates  | -                 | <u>3,231</u>      |
|  | 15,096            | 8,375             |
| <b>Activities for generating funds</b> |                   |                   |
| Distinctive sales                      | 581               | -                 |
| Aspire sales                           | 1,497             | -                 |
| Training fees                          | 450               | -                 |
| Additional advisor work                | <u>725</u>        | -                 |
|  | <u>3,253</u>      | -                 |
| <b>Total incoming resources</b>        | 18,349            | 8,375             |
| <b>RESOURCES EXPENDED</b>              |                   |                   |
| <b>Charitable activities</b>           |                   |                   |
| Communication                          | -                 | 124               |
| Travel expenses                        | 1,264             | 150               |
| Web development                        | 235               | -                 |
| Advisor payments & commission          | 535               | -                 |
| Payments to individuals                | 5,500             | -                 |
| Taxation                               | 203               | -                 |
| Joshua Generation grants               | -                 | 12,073            |
| Donations                              | <u>1,500</u>      | -                 |
|  | 9,237             | 12,347            |
| <b>Support costs</b>                   |                   |                   |
| <b>Finance</b>                         |                   |                   |
| Bank charges                           | <u>19</u>         | -                 |
| <b>Total resources expended</b>        | 9,256             | 12,347            |
|  | <u>          </u> | <u>          </u> |
| <b>Net income/(expenditure)</b>        | 9,093             | (3,972)           |

This page does not form part of the statutory financial statements

# THE CHRISTIAN DISTINCTIVES TEAM

## Trustees:

### **Paul Williams (Chair)**

Paul is chairman of Christian Distinctives and CEO of MLS Group PLC who owns the second largest Business Centre operation in the UK and also run a Property and Facilities management services business. He lives in Weybridge Surrey in an extended family including 11 adults and 2 Alsatian dogs and is involved in leadership with the Pioneer network of churches.

### **Paul Cheesman**

Paul is Global HR Coordinator for Campus Crusade for Christ. The role involves resourcing HR directors and professionals in strategic and systems development, coaching, HR training and troubleshooting for Campus Crusade's 26,000 staff in 190 countries. He has a Post-graduate Diploma in Personnel & Development and is a Chartered Fellow of the CIPD. Previously, Paul worked in Christian mission (Agapé – for which Campus Crusade is the parent organisation) for 18 years, initially as a youth and schools worker, and for the past 12 years in Human Resources. He was a Director and part of Agapé UK's senior leadership team before moving to work with Agapé Europe in HR Consultancy.

### **Louise Coningsby**

Louise operates as a freelance catalyst and facilitator of organisation change and development with a range of organisations. Her advisory work involves Christian ethos and values, Board, organisation and leadership development and human resource strategy. Louise is trustee of a number of charities. In the past Louise has held leadership and professional roles with a variety of organisations including the YMCA, the Fire Service, Tearfund, Brown and Root Civil Engineering, YWAM Philippines and Prospects for people with learning disabilities.

### **Brian James**

Brian is Operations Director for Mission Care who employ 400 staff in the Christian Care sector and participates in delivering care through local authority contracts alongside mission based activities. Brian's role involves leading significant cultural change. Brian is involved in a number of local and national leadership roles including that of Parent Governor and Board member of the Christian Care Association. He moved from being a highly reputable Retailer to the Christian Charity Sector in 1999 and has been challenged to change the reputation of Christian Charities from 'poor' to 'good'.

### **Katy Murray**

Katy is an organisational development consultant who works exclusively in the not-for-profit sector. Her customers include charities, NGOs, arts organisations and local government agencies. She specializes in leadership development and organisational capacity building. Katy has a Masters degree in Organisational Development. Formerly Katy worked as an International Learning and Development Consultant within a large Christian NGO.

## **More team members:**

### **Judith Beecham**

Judith is a database consultant and analyst with a background of over 10 years in the IT industry. Her main roles there were as an analyst, technical design authority and project leader. Clients were from the utilities sector – British Gas, BP etc. Judith has a Natural Sciences degree and postgraduate diploma in Computing Science from Cambridge University. She is now a freelance IT consultant and analyst, specialising in database design and development.

### **Janet Fawcett**

Janet is a “can do professional” with a current focus on operations. Janet blends a strong ability to “get the job done” with insightful intercession. Her current work includes infrastructure support to a trust enabling commercial sector professionals to undertake retreats. The retreats are an active outworking of Biblical values and the Church’s practices bringing change to society. For 20 years Janet worked with Youth With a Mission, latterly as a member of the YWAM England Executive team and formerly as part of the team that pioneered new forms of people care, for example briefing and debriefing, now considered an essential aspect of most NGO’s HR practices.

### **Sheila Jones**

Sheila Jones is an HR Adviser to the Christian Sector. Sheila co-leads the EA HR Network, which is open to all working in HR in the broader Christian Charity Sector. The network is regarded as the premier HR forum for the Christian sector, providing particular service to the Evangelical Alliance’s 3,000 churches and 1,000 organisations. She is also a Trustee of the Bible Society. Previously Sheila worked for the Scripture Gift Mission, was Associate Director of HR for the Evangelical Alliance and helped lead the American HR forum for the Christian Management Association.

### **Gordon Lickfold**

Dr Lickfold is an Occupational Psychologist who has, over the last 16 years, focused on a variety of development, research and consultancy roles, having previously worked for 19 years in a range of HR management and organisational development roles within the commercial sector. Gordon has been involved in the development of a number of diagnostic tools, and is also a Director of Teleios Insight.