

# BUGB Trustee Board Governance Handbook

Revised August 2021. BUGB Trustees Signed off: September 2021

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# OVERVIEW OF THE BAPTIST UNION OF GREAT BRITAIN

## Introduction

This handbook is intended to be used as a reference tool for the Trustees of the Baptist Union of Great Britain (BUGB), the charitable body behind Baptists Together, for the purposes of induction to the Board and applying best practice going forward as they administer and have oversight of the charity.

There is more to effective trusteeship than legal compliance and good governance is fundamental to charity activity if it is to have a meaningful impact. A charity Board of Trustees must be able to maintain a strategic focus, commit to Board development, be prepared to constructively challenge and be challenged, and help the charity deliver its charitable purposes most effectively for public benefit.

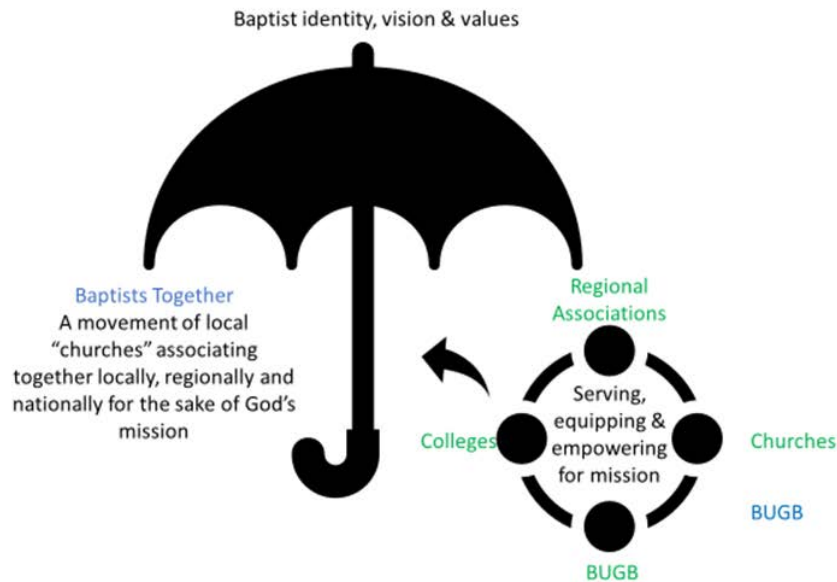
The following is an extract from a paper provided to Baptist Union Council in March 2020 by Lynn Green (General Secretary) and Alastair Mitchell-Baker (then Moderator of Trustees). It was this paper which set the framework adopted for our current way of operating, including the establishment of the Core Leadership Team.

### THE DUAL-OPERATING APPROACH

Baptists Together is an historic, grassroots movement now operating in a world of charity compliance. As a result, our life together as Baptists is lived in both these spheres at the same time. The dual-operating approach is a way to harness the strengths and minimise the weaknesses of movement and of central charitable governance.

On the one hand, Baptist Together is a movement. As a collaborative peer movement, we share a common DNA and purpose, and we covenant together because of that. We freely relate together to pray, worship and seek God together. We share stories and discern how we see God at work across our movement. We build relationships and we encourage each other in discipleship and mission so that we are empowered, connected and inspired. We nurture, celebrate and commend our identity as Baptists and offer our gifts to the wider church. Ministry and missional leaders relate together locally, regionally and nationally. This way of relating is focussed on organic relationships and does not get distracted by strategy and money.

On the other hand, BUGB is a network of about 2,000 distinct charities which operate locally, regionally or nationally. Each charity fulfils its appropriate legal requirements with regard to charitable objects, people, property and finance. Each charity operates with the stewardship of trustees, the management of an “executive”/staff team and robust participation and consultation of members. Each sister charity operates in a collaborative, covenantal spirit and maintains the appropriate standards of transparency and accountability to one another and to statutory authorities. This charitable way of relating must always serve and equip the movement of local “churches”.



## How Council Embodies and Enables Dual-Operating

Council has a key role within Baptists Together. Council is the place where we share, **discern** and **test** what we see God doing across Baptist Together; how the Holy Spirit is leading us and who He is raising up to serve in key national roles. Council is also the place where we **keep each other true**; true to our identity and Declaration of Principle, true to our churches and true to our governance responsibilities. Council, therefore, has the vital role of holding together our movement way of being and our charitable way of being. And ensures that our charitable mode always serves the movement of churches.

To achieve this, Council sets apart two groups from within its number to enable us to embody our dual-operating approach for maximum Kingdom impact.

A **Core Leadership Team (CLT)** is a key expression of movement nationally and is tasked with helping the wider Council in its discernment by **perceiving** what God is doing and **refining** Council's sense of God's leading for us as a movement. Perceiving, in that All Team Leaders (ATLs) across Baptist Together, together with Current Priority Area leaders (CPALs) and others will be able to share, pray and reflect together and offer to Council their insight into key themes and issues. Refining, in that the CLT will be able to take what Council discerns for further reflection and development. The CLT is also a gathering where we will **nurture our sense of being a movement** through building relationships, encouraging and releasing each other to flourish and looking for opportunities to work in partnership for greater fruitfulness.

The BUGB Trustee Board is set apart to ensure that we remain true to our charitable objects, our churches and our governance responsibilities.

Council and its groups will always exist as Christ-centred, relational communities that share a common vision and embody our shared values and culture.

# Our Structure, Governance & Management

## OVERVIEW OF GOVERNANCE STRUCTURE

The following diagram summarises the governance structure of Baptists Together which is explained further in this section.



The Baptist Union of Great Britain is a charitable incorporated organisation (CIO), registered charity number 1181932, consisting of the over 1,900 Baptist churches, 13 Regional Associations of the churches, colleges, and a small number of personal members who affirm the Baptist Union Declaration of Principle and are for the time being in membership with the Union.

Prior to 1 January 2020, the Union operated through an unincorporated association charity of the same name, registered charity number 1125912. Following an extensive consultation process, the Union registered as a CIO with the Charity Commission on 2 January 2019. The CIO and the unincorporated charity have the same charitable objects but the CIO is the sole member and trustee of the unincorporated association charity. On 1 January 2020 the assets,

liabilities and operations of the Union were transferred to the CIO, which is a more appropriate legal structure for a charity of our size and complexity.

It is anticipated that the unincorporated association charity will be kept to ensure BUGB retains its entitlement to any future legacies and other rights and responsibilities. A simplified constitution for the unincorporated association was approved by the 2021 Assembly to simplify the administration and governance arrangements. Throughout the remainder of this document, references to the Baptist Union of Great Britain charity (BUGB) refer to the CIO charity, unless otherwise stated.

The Key Governance structures of Baptists Together are as follows:

#### BUGB TRUSTEE BOARD

BUGB is administered and managed by a Trustee Board as Charity Trustees. The Trustee Board comprises a Moderator (Chair), the General Secretary, the Treasurer and up to nine other persons. The Trustees oversee the charitable body; in particular, the legal, financial and strategic life of the Union and have regard to the public benefit of the charity. Trustees oversee implementation of the broad strategic direction determined by the Baptist Union Council.

The General Secretary is appointed by the Assembly. All other Trustees are elected by the Council from a list of suitable nominations provided by the Key Roles Nomination Team. Moderator of Trustees (chair) and the Honorary Treasurer are affirmed annually by the Assembly. Applications for Trustee roles are sought via advertising on the Baptists Together website, in email communications to our member churches and other suitable avenues. The Baptist Together Key Roles Nomination Team, ensure, as far as is practicable, an appropriate balance of:

- Lay / ordained
- Gender
- Ethnic Origin
- Age
- Disability
- Geography
- Church / Association / College
- Theological approach

The BUGB CIO Constitution lays out the following key provisions with respect to BUGB Trustees:

- Any member of a Baptist church in membership with the Union may be nominated to serve as a Trustee.
- Trustees will normally be appointed by the Council for a three-year period, with the proviso that no-one except ex-officio Trustees should serve for more than three consecutive terms or part terms of service, except that on appointment as Moderator previous service is disregarded. Three Trustees will normally be appointed or reappointed each year.

- Trustees may be removed by the Council following a vote carried by a two thirds majority of those present and voting on a proposal for removal, with reasons, signed by twelve members of the Council.
- Any Trustee failing to attend at least 50% of the Trustee Board meetings and one Council meeting in any calendar year, unless such non-attendance was due to sickness or incapacity, or has been excused by a resolution of the Council, shall be disqualified from office.
- Any casual vacancy on the Trustee Board, caused by disqualification or any other reason, shall be filled by the Council by such method as the Council shall from time to time decide.
- There must always be at least eight Trustees.
- Four members of the Trustee Board shall form a quorum.

The Trustees maintain a skills matrix and share this with the Key Roles Nomination Committee to help them identify any capability gaps. The Key Roles Nomination Committee endeavours to ensure that the Trustee Board reflects the full range of diversity of Baptists Together.

To help the Trustee Board with governance of the charity, sub-committees have been put in place by the Trustees as follows:

- **Safeguarding Committee** was constituted in early 2019 and has oversight of the Union's National Safeguarding team and safeguarding policies.
- **Finance and Audit Committee** supports the Trustees in overseeing the Union's financial reporting, planning, policy, audit, risk and compliance and investments.
- **Remuneration Committee** makes recommendations to Trustees on pay and reward of staff of the Union.
- **Baptist Pension Scheme Employers' Group** engages with the Baptist Pension Scheme on behalf of the Union and other employers and advises the Trustees on matters relating to the Scheme.

The Terms of Reference of each of these sub-committees is provided in the Appendices.

#### THE CORE LEADERSHIP TEAM (CLT)

The Core Leadership Team was first formed in 2020 as a replacement for the Baptist Steering Group (BSG) that had been in place since the Futures Review, begun in 2011. This followed the adoption of the Dual Operating approach described above. The CLT is appointed by BUGB Trustees and fulfils the role of BSG described in the BUGB Constitution clause 21.

CLT oversee the Movement side of the life of Baptists Together. The Terms of Reference (see Appendix 6 defines the purpose of CLT as follows:

“Baptist Union Council asks some of its members to form a team to serve the wider Council through...

- Devoting time to perceiving and refining what we understand God to be saying and doing, in order to enable the wider discernment of Council
- Encouraging each part of Baptists Together and its leaders to flourish in their callings through our deepening relationships and in doing so, enable the flourishing of our common life



- Modelling what it means to be a Movement through our common purpose and collaborative relationships and working

The Core Leadership Team is appointed by the BUGB Trustees and is comprised of:

- Regional Minister Team Leaders
- College Principals
- Specialist Team Leaders
- One of each current Priority Area Leaders –
  - Embracing Adventure value in mission
  - Ministries Advisor for Ministerial Development
  - CYF Round Table Facilitator
  - Young Adults Round Table Facilitator
  - Digital Revolution “leader” (tbc)
- Moderator of Council
- Moderator of the Trustee Board
- President
- Treasurer
- General Secretary
- Six Co-options to ensure the group reflects appropriate diversity

#### BAPTIST UNION COUNCIL

The Baptist Union Council usually meets twice a year to set the broad strategic direction of our Union. The Council also oversees the work of the Ministerial Recognition Committee which administers the accreditation of Baptist ministers and church workers and the national recognition of preachers, pastors and pioneers. The Council also elects the Treasurer, Moderator of Trustees and other BUGB Trustees. It has around 80 members consisting of:

- Three members nominated by each Regional Association
- One member nominated by each College
- The Trustees of the Baptist Union
- The members of the Core Leadership Team
- The President, Ex-President and Vice-President of the Union
- Two representatives each of BMS World Mission, Baptist Union of Scotland, Baptist Union of Wales and a representative of Irish Baptist Networks
- Two ecumenical representatives
- Up to 12 co-opted members. Co-opted members would be included specifically with the purpose of improving diversity, recognising the need for diversity of ethnicity, gender, social class, age, rural/urban location, theological tradition and role in the life of the churches

A full list of Council members and a report from each BU Council meeting are available at [www.baptist.org.uk/council](http://www.baptist.org.uk/council). Twenty-five members of the Council are required for a quorum.

#### ASSEMBLY

As a membership organisation, the Union holds an annual Assembly to review the life of the Union. Under the Constitution, Members of Assembly consist of delegates of member

churches, associations and colleges alongside ministers, officers of the Union and members of Baptist Union Council.

During the Assembly the President is inducted for the forthcoming year, and some formal business is carried out – the Treasurer and Moderator of BUGB Trustees who have been elected by Baptist Union Council are affirmed, new General Secretaries are appointed, and any constitutional changes are voted upon.

The Assembly provides opportunities to deepen our relationships, to listen to what the Spirit of God is saying to the churches and to inspire churches in mission. The Assembly includes celebration, inspiration, reflection and deliberation. It is the place where the members of the Union are directly represented through their delegates, alongside ministers and members of Council.

## Organisational structure

BUGB is the employer for the staff of the four Specialist Teams based at Baptist House in Didcot, Oxfordshire, with a total staff of around 40. BUGB also is the legal employer of staff for RBMHO (Retired Baptist Ministers Housing Organisation) and BPTL (Baptist Pension Trust Ltd). It also operates the payroll for BHL (Baptist House Ltd) and the United Board (see p12 re: these companies). Staff of the Specialist Teams report to a Team Leader who are in turn line managed by the General Secretary of BUGB. The day-to-day management of the charity is delegated to key management personnel under the oversight of the Baptist Union Trustees.

The four Specialist Teams are as follows:

**FAITH & SOCIETY TEAM:** The Faith and Society Team supports Baptists Together with resources and initiatives which enable mission, provide theological reflection and promote engagement with wider society. The Team includes justice enablers who seek to ensure Baptists have a voice in the public square whilst helping churches, Associations and Colleges embrace the challenges of inclusion and diversity. Using a variety of communication channels, news, views and networks are shared and facilitated as widely as possible. The outward facing focus of the Team helps develop and maintain dialogue with other Christians in the UK and worldwide.

**MINISTRIES TEAM:** The Ministries Team facilitate the accreditation of Baptist Ministers, the recognition of pastors, pioneers and preachers, and the work of the Ministerial Recognition Committee. Working with the Colleges and Association Teams they provide advice and support to Ministers and Churches regarding ministry matters and Continual Ministerial Development. They facilitate the Baptist Together Settlement process and administer the Churches Ministerial Counselling Service.

**SUPPORT SERVICES TEAM:** The Support Services Team supports Baptists Together and the Union with key back-office functions including finance, legal, property, pensions and the governance of Baptists Together. The team operate the Home Mission fund and the Baptist Union Corporation, including the Baptist Together Loan fund. The team also use their expertise to provide specialist guidance to churches on the above and other related topics.

**HR & SAFEGUARDING TEAM:** The National Safeguarding Team provide support on safeguarding policy, procedures, training and casework to our churches, associations and colleges Baptists Together, and manage the DBS checking service. Our HR and Safeguarding Team Leader handles in house HR matters and gives HR advice and support to Baptists Together. The HR & Safeguarding Team Leader also looks after the welfare of staff in Baptist House and oversees BUGB's complaints process.

## Subsidiaries and Related Entities

The Baptist Union of Great Britain has a number of subsidiary and other entities which have key relationships to the charity. Trustees primarily discharge their oversight of the subsidiaries through the appointment of directors and trustees, and the receiving of regular reports. BUGB staff also work closely with the trustees and staff of these subsidiaries.

### **BAPTIST UNION CORPORATION LIMITED (BUC):**

BUC is a registered Charity (charity number 249635) and a Company Limited by Guarantee (company number 32743) and operates as a subsidiary of the Union. The members of the BUC are the Trustees of the Baptist Union of Great Britain. The BUC is operated by the staff of the Support Services Team.

The BUC's activities include:

- Acting as Custodian Trustee of over 1,000 Baptist churches and other Baptist Organisations, including BUGB itself. This involves holding the legal title to property, investments and trust funds in cash.
- Providing advice services to churches on topics including property, legal and charity governance and data protection.
- Operating the Baptists Together Loan Fund which pays interest on deposits from member organisations and makes loans to support churches and other Baptist Organisations for new buildings, for extensions and/or refurbishment of church premises as well as the sale and purchase of church manses. (Approximate size £43m at end June 2021.)

### **THE RETIRED BAPTIST MINISTERS' HOUSING ORGANISATION (RBMHO)**

The RBMHO is a Charitable Incorporated Organisation registered with the Charity Commission under number 1177649 which provides housing for retired Baptist Ministers and missionaries and their spouses. As of the end of 2020 the organisation owned 266 properties housing over 440 tenants.

The members of the charity are the charity trustees, of which up to 8 of the maximum number of 15 trustees are appointed by the Union. Not more than 7 trustees may be appointed by the charity trustees. RBMHO's accounts are separate from other Union funds as they are ring fenced for the purpose of complying with the conditions under which its money has been received.

The property belonging to RBMHO is held by a separate trust corporation, **RBMHO Trust Corporation Limited** (registered company number 11400081, registered charity number 1184848).

The predecessor organisation of RBMHO was the **Retired Baptist Ministers Housing Society** (RBMHS), a Community Benefit Society registered with the FCA, registration number 21462R. On 31 December 2018 the assets, liabilities and operations of RBMHS were transferred to RBMHO and RBMHS became dormant. The Trustees of RBMHO are the members and management committee of RBMHS.

#### BAPTIST HOUSE LIMITED (BHL)

Baptist House Ltd is the vehicle through which BUGB and BMS collaborate in their joint ownership of Baptist House. BHL manages the day-to-day operation of the building and the relationships with tenants of the building. The BUC is one of the two members of this Company (Limited by Guarantee, company number 2366122), which operates Baptist House on behalf of BUGB and BMS World Mission. The Union may appoint up to three of the six directors of the company.

#### BAPTIST PENSION TRUST LIMITED (BPTL)

The directors of this company are responsible for administering the Baptist Pension Scheme and managing its investments. The directors are the only members of the company. The directors appoint Baptist Union-nominated directors to the Board of the Company and one-third of the Board are member-nominated directors as required by law. The company is a separate legal entity from the Baptist Union.

#### GENERAL BAPTIST ASSOCIATION OF THE NEW CONNEXION (GBANC)

This Company (Limited by Guarantee) was incorporated in 1885. Its primary object was the education of Baptist ministers and its principal current activity is as a trustee body. The members and directors of the company are the directors of the Baptist Union Corporation Ltd. The company is now dormant but is occasionally used by the BUC to take a Legal Charge over a property for which the BUC is the Custodian Trustee. It may also be the ultimate beneficiary for a small number of Baptist church properties.

#### OTHER MEMBERSHIPS AND ASSOCIATIONS

The Union is a member of the following bodies with which it collaborates in pursuit of its charitable objectives.

International Baptist bodies:

- Baptist World Alliance (BWA: <https://www.baptistworld.org/>)
- European Baptist Federation (EBF: <http://www.ebf.org/>)
- Fellowship of Baptists in Britain and Ireland (FBBI: <https://www.baptist.org.uk/Groups/296522/FBBI.aspx>)

Ecumenical Bodies:

- Churches Together in England (CTE: <https://www.cte.org.uk/>)
- Churches Together in Britain and Ireland (CTBI: <https://ctbi.org.uk/>)
- World Council of Churches (WCC: <https://www.oikoumene.org/>)

- Joint Public Issues Team (JPIT: <http://www.jointpublicissues.org.uk/>), a partnership between the Baptist Union of Great Britain, the Methodist Church, and the United Reformed Church to help the Churches to work together for peace and justice through listening, learning, praying, speaking and acting on public policy issues.
- The United Board (<https://www.unitedboard.org.uk/>) which commends ministers to armed forces chaplaincy
- Church Investors Group (<https://churchinvestorsgroup.org.uk/>)
- Churches Legislation Advisory Service (CLAS, <https://www.churcheslegislation.org.uk>)

## Regional Associations

There are 13 Regional Baptist Associations in membership with BUGB which together cover England and Wales. Each of the Associations is an independent charitable body governed by their own Trustees. They are not subject to governance oversight by the BUGB Trustees, Assembly or Baptist Union Council.

The Associations are:

- Central Baptist Association (CBA)
- Eastern Baptist Association (EBA)
- East Midlands Baptist Association (EMBA)
- Heart of England Baptist Association (HEBA)
- London Baptists (formally London Baptist Association, LBA)
- Northern Baptist Association (NBA)
- North Western Baptist Association (NWBA)
- Southern Counties Baptist Association (SCBA)
- South Eastern Baptist Association (SEBA)
- South West Baptist Association (or SWeBA)
- South Wales Baptist Association (SWaBA)
- Webnet (formerly West of England Baptist Association, WEBA)
- Yorkshire Baptist Association (YBA)

Most Baptist churches are members of their local Baptist Association and Baptists Together, although for historical reasons there are some churches that are only members of one or the other. The current arrangements are that to join Baptists Together, churches apply to their local Association who admit them to membership of their Association and the Association then proposes them for membership of Baptists Together. It should therefore be the case in future that churches become members of both.

Each of the Associations has appointed a Regional Ministry Team Leader (RMTL) plus one or more Regional Ministers. Most Associations also employ an administrator and a number now have a professional safeguarding officer.

Some Associations have a Trust Company that acts as custodian trustee for a proportion of their churches. They are London Baptists, Webnet, Heart of England, YBA, and East Midlands (although the East Midlands Baptist Trust Company is operated by BUC on an outsourced basis under the oversight of the EMBTC trustee board).

# The Home Mission Fund

The General Fund of BUGB is called the Home Mission Fund (HMF) and is overseen by the BUGB Trustees. The HMF collects resources from various sources including:

- Subscriptions paid to BUGB by member churches based on their membership (typically c.£500k pa)
- Gifts to the Home Mission Appeal from churches. The Regional Associations have responsibility for promotion of the Appeal to member churches. (typically around £3.8m pa)
- Legacies received by BUGB (vary widely but average around £500k pa)
- Investment Income received on property and investment assets held by the HMF (typically around £200k pa).
- The annual surplus transferred from Baptist Union Corporation. (typically around £250k pa)
- Other income (mostly charging for services, typically around £250k pa).

The total funds received into the Home Mission Fund are around £5m per annum and are distributed to Regional Associations (in the form of grants) and a proportion is used to fund the Specialist Teams in accordance with 'The Formula'. This formula sets down how the funds are divided and means the Associations and Specialist Teams share in the ups and downs of the income to the Home Mission Fund. A 'True-up Process' is run each year in February once the year-end income figures are known.

The Home Mission Fund is governed by the Home Mission Byelaws, which are published on the website at [https://www.baptist.org.uk/Articles/366066/Home\\_Mission\\_Scheme.aspx](https://www.baptist.org.uk/Articles/366066/Home_Mission_Scheme.aspx). This sets the overall framework for the Home Mission Fund and in particular requires that:

- All unrestricted income of BUGB should go into the fund
- The Associations pay to the Home Mission Fund all monies they gather for the Home Mission Appeal and any subscriptions they collect
- Associations may not make other appeals without the consent of BUGB Trustees (except for sites and buildings)
- The fund can be used for any purposes of BUGB or Associations except sites and buildings (other than in exceptional circumstances)

## Baptist Colleges

There are five main Baptist Training Colleges in membership with BUGB. Each College is an independent charitable body governed by its own Trustees. They are not subject to governance oversight by the BUGB Trustees, Assembly or Baptist Union Council.

The five Colleges are

- Spurgeon's College in South London
- Regents Park College in Oxford
- Bristol Baptist College
- South Wales Baptist College (currently in the process of being renamed Cardiff Baptist College)

- Northern Baptist College in Manchester

There are two other colleges which have a relationship with Baptists Together, being the Scottish Baptist College and the North Wales Baptist College. All seven colleges are recognised by Baptists Together as providing formation of Baptist ministers. The colleges receive no direct funding from Baptists Together, although there is a bursary fund which is distributed to colleges to allocate to students on behalf of Baptists Together.

## The Baptist Pension Scheme

The Baptist Pension Scheme (BPS) is offered to Baptist organisations (including churches, colleges, associations and BUGB itself) to provide pensions to ministers and other staff. The Scheme is independent of BUGB and is responsible for ensuring that beneficiaries receive their entitlements under the scheme. It is overseen by Baptist Pension Trust Limited which is described above under the Subsidiary and Related Entities section. In the governance of the scheme BUGB has a role as lead employer representing all employers. The Baptist Pension Scheme Employers' Group has been established as a subcommittee of the BUGB Trustees to advise the Trustees on Pension matters.

Since 2012 BPS has offered a defined contribution scheme whereby staff and employers contribute funds to a pension account. Once contributions have been made the employer has no further obligations and the investment risk and reward sits with the staff member.

Prior to 2012 there was a Baptist Ministers Pension Fund which offered a defined benefit scheme for Baptist Ministers. This scheme made promises of pensions based on pensionable income and years of service, and the investment risk sits with the scheme which employers are obliged to fund. This was closed to new entrants and accumulation of additional years of service.

Since around 2000 the Defined Benefit section of the scheme has been in a deficit, as the assets held are insufficient to pay the projected costs of paying the benefits promised. As a result the active employers in the scheme are obliged to pay deficit repair contributions (DRCs) to make up the shortfall, which are around £300 per month for a typical church (although this will be higher for those with multiple ministers and lower for those with part time ministers or short periods of engagement with the scheme). The DRCs are projected to be payable until June 2026 based on the valuation as at 31 December 2019.

Employers (usually churches) need to maintain an active member of the scheme in the ongoing Defined Contribution section. Should an employer no longer have an active member they would incur a Cessation Event and would need to settle their share of the deficit as a lump sum. The amounts involved are commonly in the tens of thousand of pounds, and sometimes into the hundreds of thousands. Considerable effort continues to be expended on helping churches to avoid having to settle such liabilities. BUGB has funds in a Pension Reserve Fund which are used to assist churches to settle these liabilities.

In 2018 BUGB played a significant role in an initiative called the Family Solution which was successful in reducing the deficit in the scheme and preventing rises in contributions due from employers. BUGB made a contribution of £33.5m to the scheme in part funded by a loan of £20m from RBMHO. The interest on this loan is covered by the Pension Reserve and there is a Memorandum of Understanding with RBMHO Trustees that future surpluses from RBMHO

will be used to write off the loan in future. BUGB has agreed to set aside all funds received as the beneficiary of Ultimate Trusts from closing churches to the Pension Reserve Fund to support this initiative, until the scheme comes back into balance.

There was also a Baptist Union Staff Pension Scheme that provided pensions to non-ministerial staff of BUGB and some Associations and Colleges. This was also closed to new entrants and accumulation of years of service in 2012. A contract was signed with Aviva in 2018 to take on responsibility for paying the scheme benefits and the scheme was wound up in 2019 with no further liability on Baptists Together.

## Professional Advisors

BUGB Trustees have appointed professional advisors to support the Union in its operations and to ensure good governance:

- Auditors: Moore Kingston Smith LLP
- Solicitors: Anthony Collins LLP (ACS)
- Surveyors: Rapleys LLP
- Investment Managers: Schroders Investment Management Limited. (Trading as Cazenove Capital)
- Principal Bankers: HSBC

This are subject to periodic review to ensure they are appropriate to the needs of the organisation.

## Overview of Ministerial Accreditation

The process for an individual to become an accredited Baptist Minister is overseen by our National Ministerial Recognition Committee (MRC) who act on behalf of Baptist Union Council. The members of the MRC are appointed by the BUGB Trustees, while the Moderator is appointed for three-year terms by Council.

The process is facilitated by the Ministries Team who provide the documentation required and the assessment process used by Associations, both for the initial assessment of call and for making proof of ministry through the Newly Accredited Ministers (NAM) scheme.

The testing of an initial call to ministry is delegated by our National MRC to Association MRCs acting on their behalf. Similarly, the assessment at the end of the NAM scheme is delegated to the Association MRCs. In both cases the final decision rests with our National MRC.

An individual exploring a call to ministry will initially need to approach their Regional Association who will guide them through the process. The Marks of Calling will be considered both by the church where the individual is in membership and the Association MRC in recognising a call to Baptist Ministry. The range of ministries now recognised includes pastoral ministry in a church context, chaplaincy, pioneering and church planting, as well as children, youth, and family ministry.

Assuming a call is recognised by both the local church and the Association MRC the candidate will then be interviewed by one of our colleges. The College will determine whether the candidate is able to undertake theological training and ministerial formation with them.



Ministerial formation can take place in a range of settings although the majority are trained in a church-based context. The College have a responsibility to determine if a ministerial student is suitable to seek settlement and to be enrolled as a NAM at the end of their initial formation.

Ministerial candidates who have already undertaken theological education and ministerial formation in a college which is not a member of the Union are assessed by their church and association. They are then assessed by the Residential Selection Conference (RSC) which is a subcommittee of our National MRC before beginning a NAM scheme.

The NAM scheme is run by the colleges and associations providing a probationary period and seeking to embed the practices of Continual Ministerial Development (CMD). At the end of the NAM scheme, subject to the recommendation of the association MRC, the minister becomes a fully accredited minister.

The Ministerial Recognition Rules outline the requirements for accredited ministers. Our National MRC is responsible for maintaining the register of accredited Baptist Ministers. This means that to maintain the integrity of the register ministers are, at times, removed under discipline or for refusing to engage with the compulsory ongoing training requirements and/or enhanced disclosures. The MRC have responsibility for the re-instatement of ministers and for enrolling ministers from other unions and denominations by transfer.

All Nationally Accredited Ministers have a code on the register to show which category they are in. For example, Fully Accredited Ministers are in category 1, those out of pastorate are in category 4 and at retirement ministers are moved to category 5.

## Overview of Safeguarding Responsibilities in Baptists Together

Each church has the responsibility to put in place the safeguarding policies, structures, procedures and working practices that it believes to be legally compliant and to make sure a Safeguarding Trustee and a Designated Person for Safeguarding (DPS) are appointed and equipped to carry out their responsibilities. However, the BUGB safeguarding team works through national, association and college teams to support churches and church leaders with their safeguarding responsibilities.

The safeguarding roles and responsibilities of each of member organisation and Union structure are described below.

### EACH LOCAL CHURCH IS ASKED TO:

- Put in place, regularly review, and update clear and robust safeguarding policies and procedures
- Appoint a DPS and Safeguarding Trustee
- Provide suitable safeguarding training for all leaders, workers, and volunteers, including awareness training for the whole church
- Handle safeguarding concerns and allegations promptly, implementing agreed procedures and seeking external advice where appropriate (from the Association Team, the National Safeguarding Team and/or police and other statutory agencies)

- Co-operate fully with the Baptist Union, relevant association and statutory authorities where required in any investigations
- Provide sensitive and informed pastoral care to all those who may be affected by issues of abuse, and to provide a caring environment where survivors of abuse can feel listened to and supported
- Carry out safeguarding risk assessments and to put in place safeguarding contracts where required to enable individuals to remain in fellowship where this is possible
- Listen to voices from the wider world and the Baptist family when faced with complex pastoral situations

#### EACH ASSOCIATION IS ASKED TO:

- Provide suitable safeguarding training for all its Regional Ministers, staff and trustees
- Provide a regional safeguarding lead/contact and first line advisory service where churches can find advice and support for safeguarding questions and queries
- Facilitate regular Baptists Together Level 2 & Level 3 training sessions around the region for all church personnel
- Offer ongoing pastoral support to church leaders, including the DPS, if they find themselves dealing with a safeguarding situation
- Participate in the Baptist Union's National Safeguarding Contacts Group and in collaborative work on safeguarding within Baptists Together
- To appoint a Safeguarding Trustee and keep safeguarding as a regular matter on agendas and working tasks
- To offer pastoral support to any minister accused of a safeguarding offence, and their family, without prejudice to the formal investigation that will be required
- To co-operate fully with the Baptist Union and/or any statutory authorities where required in any investigations

#### EACH BAPTIST COLLEGE IS ASKED TO:

- Ensure Ministers-in-Training (MITs) receive Baptists Together safeguarding training Level 2 & Level 3 in the first year of their ministerial training
- Develop and maintain up to date safeguarding policies and procedures in relation to staff and students
- Work collaboratively with associations and the National Safeguarding Team to respond to any safeguarding concerns raised about students, whether in college or in placement
- Appoint a DPS and a Safeguarding Trustee
- Offer pastoral support to any student who has experienced abuse or been accused of abuse, and their family, without prejudice to the formal investigation that will be required
- Co-operate fully with BUGB and/or any statutory authorities, where required, in any investigations

THE NATIONAL SAFEGUARDING TEAM WORKING ON BEHALF OF ALL BAPTISTS TOGETHER  
MEMBER ORGANISATIONS ARE ASKED TO:

- Develop and regularly update relevant and practical policies, procedures, training and resources for the use of BUGB churches and member organisations which enable them to comply with the law and maintain high levels of safeguarding provision
- Provide suitably experienced personnel who can advise churches and member organisations on safeguarding matters and give support when complex or challenging situations arise
- Offer specific training, development and support for association and college teams
- Conduct robust investigations when safeguarding concerns arise in relation to an accredited minister, and to liaise with the Ministries Team where disciplinary action is necessary
- Provide leadership to the National Safeguarding Contacts Group
- Listen compassionately to survivors and alleged victims of abuse by a Baptist minister, and seek to arrange local support for them on their road towards recovery
- Manage the contract for the DBS Checking Service offered to all Baptist churches;
- Monitor developments, trends and statistics at organisational level and seek to respond appropriately
- Urge and encourage all BUGB churches and member organisations to strive for excellence in safeguarding and do all they can to assist in this.

TRUSTEE BOARD OF THE BAPTIST UNION OF GREAT BRITAIN COMMITS TO:

- Review and approve the strategic and operational plans moving BUGB towards a commitment to excellence in Safeguarding
- Appoint a suitable safeguarding trustee to take a particular interest in the work of the National Safeguarding Team and the National Safeguarding Contacts Group
- Constitute a safeguarding group of three trustees to have oversight of the case work carried out by the National Safeguarding Team
- Urge and encourage all BUGB churches and member organisations to strive for excellence in safeguarding and do all they can to assist in this.

See Appendix 10 for the Terms of Reference for the BUGB Safeguarding Group

# CHARITY GOVERNANCE CODE

The Charity Governance Code has been published by The Charity Governance Code Steering Group and can be found at <https://www.charitygovernancecode.org/>. It is intended to set out good governance principals for all charities. Charities are expected to apply the code or explain in their Annual Report why it is not appropriate to their circumstances.

This section goes through the Principles of the Charity Governance Code, which was refreshed in 2020, (with blue italicised writing under each Principle taken directly from the Code to give transparency) and should be used alongside the Charity Commission resource *The Essential Trustee: what you need to know, what you need to do (CC3)* and the Constitution for the Baptist Union of Great Britain (see Appendix 1).

## Principle 1 ORGANISATIONAL PURPOSE

### PRINCIPLE

*The board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably.*

### RATIONALE

*Charities exist to fulfil their charitable purposes. Trustees have a responsibility to understand the environment in which the charity is operating and to lead the charity in fulfilling its purposes as effectively as possible with the resources available. To do otherwise would be failing beneficiaries, funders and supporters.*

*The board's core role is a focus on strategy, performance and assurance.*

### KEY OUTCOMES

- 1.1 *The board has a shared understanding of and commitment to the charity's purposes and can articulate these clearly.*
- 1.2 *The board can demonstrate that the charity is effective in achieving its charitable purposes and agreed outcomes.*

### RECOMMENDED PRACTICES

- 1.3 *Determining organisational purpose*
  - 1.3.1 *The board periodically reviews the organisation's charitable purposes, and the external environment in which it works, to make sure that the charity, and its purposes, stay relevant and valid.*

The object of BUGB is 'the advancement of the Christian faith and its practice, especially by the means of and in accordance with the principles of the Baptist Denomination' as described in Clause 5 of the Constitution. These purposes are reviewed annually as part of the Annual Report. However, we recognise the nature of our charitable objectives means it is unlikely our Union will become irrelevant, and the charity will continue to provide a public benefit.

*1.3.2 The board leads the development of, and agrees, a strategy that aims to achieve the organisation's charitable purposes and is clear about the desired outputs, outcomes and impacts.*

Baptist Union Council is responsible for setting the broad strategic direction, supported by input from the Core Leadership Team and the BUGB Trustees. The BUGB Trustees are responsible for ensuring the resources of the charity are directed to its implementation and monitoring progress against strategic objectives.

#### *1.4 Achieving the purpose*

*1.4.1 All trustees can explain the charity's public benefit.*

All Charities must deliver public benefit and Trustees are responsible ensuring for this. Under the Charities Act 2011, Advancement of Religion is considered to be for a public benefit. The work of Baptists Together to advance the Christian faith in accordance with the principals of the Baptist denomination therefore clearly meet the requirement to deliver public benefit.

*1.4.2 The board evaluates the charity's impact, measuring and assessing results, outputs and outcomes.*

The BUGB Trustee board are responsible for overseeing the effectiveness of the BUGB Charity. Statistics of the denomination are collected via the Annual Return process and published on our website at [www.baptist.org.uk/statistics](http://www.baptist.org.uk/statistics). The work of Baptists Together also has many intangible benefits which are reported on through the BUGB Annual Report.

#### *1.5 Analysing the external environment and planning for sustainability*

*1.5.1 The board regularly reviews the sustainability of its income sources and business models and their impact on achieving charitable purposes in the short, medium and longer term.*

Financial reports are received regularly by the BUGB Trustee Board, including monthly reports on the key income streams of the Home Mission Appeal and legacies and quarterly management accounts. The longer term trends in income are reviewed through the budget process (which incorporates a high-level five year planning process) and through the Annual Report.

*1.5.2 Trustees consider the benefits and risks of partnership working, merger or dissolution if other organisations are fulfilling similar charitable purposes more effectively and/or if the charity's viability is uncertain.*

Periodically the Trustees will commission a review of the operating model including consideration of strategic partnerships and alliances to ensure it is capable of delivering the strategy and achieving its objectives.

Examples where the Union has carried out a review of its operating model in the last 25 years include:

- Relating & Resourcing – the report of a task group on Associating, issued in January 1998 for presentation to Council in March 1998

- The Futures Process – initiated by Council in 2011 in response to a significant budget deficit in the face of an unprecedented and prolonged recession. It was very quickly seen, however, that this was a real opportunity to seriously reflect on what the key priorities should be in the decades ahead. A clear sense of vision for Baptists Together emerged – *Growing healthy churches in relationship for God’s mission* – yet it was also recognised that re-structuring alone would not achieve the sort of change to which we aspired. This led on to identifying ways to intentionally renew BUGB’s culture, the culmination of which was presented to Council in March 2014.
- Pruning for Fruitfulness (from 2017) - addressing the need for simplification of structures, financial sustainability and deeper covenant relationships as Baptists Together in light of the significant challenges that face the Union, so as to enable us to be faithful to God’s mission.

A further review of the financial model of the Home Mission Fund is anticipated to start during 2021 which will again consider these issues.

*1.5.3 The board recognises its broader responsibilities towards communities, stakeholders, wider society and the environment, and acts on them in a manner consistent with the charity’s purposes, values and available resources.*

The regular meetings of CLT are the most notable place where we reflect on the life of Baptists Together and its engagement with society. This is supplemented by the larger gathering of Council twice a year and input from partners such as the Joint Public Issues Team (JPIT). The Trustees are represented in CLT and Council and receive reports from JPIT to ensure that they are aware of the wider context in which the charity operates. It is part of the role of BUGB Trustees to hold to account those who operate within Baptists Together to ensure that they are operating in a manner consistent with the objects and values of the charity.

## Principle 2 LEADERSHIP

### *PRINCIPLE*

*Every charity is headed by an effective board that provides strategic leadership in line with the charity’s aims and values.*

### *RATIONALE*

*Strong and effective leadership helps the charity adopt an appropriate strategy for effectively delivering its aims. It also sets the tone for the charity, including its vision, values and reputation.*

### *KEY OUTCOMES*

- 2.1 *The board as a whole, and trustees individually, accept collective responsibility for ensuring the charity has a clear and relevant set of aims and an appropriate strategy for achieving them.*
- 2.2 *The board agrees the charity's vision, values and reputation and leads by example, requiring anyone representing the charity reflects its values positively.*
- 2.3 *The board makes sure that the charity's values are reflected in all of its work and that the ethos and culture of the organisation underpin the delivery of all activities.*

#### *RECOMMENDED PRACTICE*

#### *2.4 Leading the charity*

##### *2.4.1 The board and individual trustees take collective responsibility for its decisions.*

The Moderator of the BUGB Trustee Board ensures that during induction of Trustees and ongoing governance of the charity, it is fully understood and implemented for Trustees to attend and prepare for meetings and contribute to discussions. Trustees are expected to:

- Challenge
- Question
- Respond

The Trustees' Declaration of Acceptance of Responsibilities and Conduct in Appendix 11 sets out the standards expected of a Trustee over and above the requirements set out in Clause 19 of the BUGB Constitution.

##### *2.4.2 The chair provides leadership to the board with prime responsibility for ensuring it has agreed priorities, appropriate structures, processes and a productive culture and has trustees and senior staff who are able to govern well and add value to the charity.*

The Moderator of the BUGB Trustee Board takes responsibility for the review and update of this handbook for the induction of new trustees and their continued training in administration and oversight of the charity.

Responsibilities of the Moderator of the BUGB Trustee Board are to provide leadership and oversight to ensure that the Trustee Board can fulfil all its governance responsibilities. This includes communication with CLT regarding progression on meeting its strategic direction, and that Council and the CLT remain accountable to the churches as well as the financial and risk management obligations of BUGB as a charitable organisation.

The Moderator has particular responsibilities for setting the agenda and chairing meetings of the Trustee Board, together with building and managing strong collaborative relationships with the General Secretary, Union Treasurer and Team Leaders across our Union. (See Appendix 3 for the full Role & Responsibilities of Moderator to Trustee Board).

In order to ensure the effectiveness of the Board, a Board Effectiveness Review will be undertaken annually as reflected in Appendix 6.

*2.4.3 In the case of the most senior member of staff (e.g. CEO) the board makes sure that there are proper arrangements for their appointment, supervision, support, appraisal, remuneration and, if necessary, dismissal.*

The appointment for the post of General Secretary follows a structure put in place by the Baptist Together Key Roles Nomination Team, reporting to Council whose nomination is put to the Assembly, in accordance with Clause 15 of the Constitution.

The General Secretary is line managed by the Moderator of Trustees and provides a report to each Trustee Board meeting and takes questions from the Board. The Moderator and General Secretary subsequently follow this up with a one-to-one meeting.

In addition to the regular supervision and support, the Moderator will ensure additional support mechanisms are in place. It may, for example, be beneficial for a new General Secretary to have a small support group, mentor or spiritual director for a short while. The Moderator conducts an annual appraisal using the BUGB Boost Review method.

The Moderator of Trustees chairs the Remuneration Committee, which is a sub-committee of the Trustee Board to set remuneration for all staff, including the General Secretary.

*2.4.4 The board's functions are formally recorded. There are role descriptions defining responsibilities for all trustees that differentiate clearly those of the chair and other officer positions and outline how these roles relate to staff.*

The Trustee Board's function, as defined from time to time by the BU Council, is described in the Introduction and Key Governance Structures sections at the beginning of this document. In addition, the role and responsibilities of the Trustee Board are clearly defined and are reflected in Appendix 5, the role of the Moderator of the BUGB Trustee Board at Appendix 3, and the Treasurer at Appendix 4.

*2.4.5 Where the board has agreed to establish a formally constituted subsidiary organisation/s, it is clear about the rationale, benefits and risks of these arrangements. The formal relationship between the parent charity and each of its subsidiaries is clearly recorded and the parent reviews, at appropriate intervals, whether these arrangements continue to best serve the organisation's charitable purposes.*

The relationships between BUGB and its subsidiaries is detailed in the Subsidiaries and Related Entities section of this document. The structure of subsidiaries has been reviewed and rationalised over recent years (including closing several subsidiary organisations no longer needed) and resulting in the current structure that is believed to be entirely suitable to BUGB's needs. It will be subject to ongoing review as required.

## *2.5 Leading by example*

*2.5.1 The board agrees the values, consistent with the charity's purpose, that it wishes to promote and makes sure that these values underpin all its decisions and the charity's activities (see also Principle 1).*

The Baptists Together values have been agreed by Baptist Union Council and are regularly communicated via our website and publications, including the Annual Report. At the end of each BUGB Trustee Board meeting, the BUGB Trustees reflect on whether its discussions and decisions have been in line with the BUGB values.



*2.5.2 The board recognises, respects and welcomes diverse, different and, at times, conflicting trustee views.*

This is welcomed at meetings with the Moderator ensuring full participation, following *Our Vision, Culture & Current Priorities*, (see Appendix 2) where we ‘feel like one team – celebrating diversity; valuing, respecting and trusting each other as we work together in partnerships – making sure everyone feels included and listened to.’

*2.5.3 The board provides oversight and direction to the charity and support and constructive challenge to the organisation, its staff and, in particular, the most senior member of staff.*

This forms part of the job descriptions for the Moderator and Trustees and will be assessed in the Board Effectiveness Review (Appendix 15).

The General Secretary and Specialist Team Leaders provide written reports to each BUGB Trustee Board outlining activity on key issues and strategic priorities.

*2.5.4 The board, through its relationship with the senior member of staff, creates the conditions in which the charity’s staff are confident and enabled to provide the information, advice and feedback necessary to the board.*

The General Secretary is a member of the Trustee Board and the Specialist Team Leaders attend part of each Board meeting to present their respective reports. Any issues raised under the BUGB Whistleblowing Policy will be reported to Trustees.

## *2.6 Commitment*

*2.6.1 All trustees give sufficient time to the charity to carry out their responsibilities effectively. This includes preparing for meetings and sitting on board committees and other governance bodies where needed. The expected time commitment is made clear to trustees before nomination or appointment and again on acceptance of nomination or appointment.*

The time requirements of the role are included in the job descriptions for Trustees, Moderator and Treasurer (see Appendices 3 - 5). The Moderator oversees the composition of sub-committees and monitors time commitment through the regular Board Effectiveness Review.

*2.6.2 Where individual board members are also involved in operational activities, for example as volunteers, they are clear about the capacity in which they are acting at any given time and understand what they are and are not authorised to do and to whom they report.*

In general, the Trustees do not fulfil other roles within BUGB structures. However, where this occurs it would be subject to review to ensure compliance with this guidance.

## Principle 3 INTEGRITY

### PRINCIPLE

*The board acts with integrity. It adopts values, applies ethical principles to decisions and creates a welcoming and supportive culture which helps achieve the charity's purposes. The board is aware of the significance of the public's confidence and trust in charities. It reflects the charity's ethics and values in everything it does. Trustees undertake their duties with this in mind.*

### RATIONALE

*Delivering the charity's purposes for public benefit should be at the heart of everything the board does. This is true even when a board's decision might be unpopular. Everyone who comes into contact with a charity should be treated with dignity and respect and feel that they are in a safe and supportive environment. Charity leaders should show the highest levels of personal integrity and conduct.*

*To achieve this, trustees should create a culture that supports the charity's values, adopt behaviours and policies in line with the values and set aside any personal interests or loyalties. The board should understand and address any inappropriate power dynamics to avoid damaging the charity's reputation, public support for its work and delivery of its aims.*

### KEY OUTCOMES

- 3.1 The board safeguards and promotes the charity's reputation by living its values and by extension promotes public confidence in the wider sector.*
- 3.2 Trustees and those working for or representing the charity are seen to act with honesty, trustworthiness and care, and support its values.*
- 3.3 The board acts in the best interests of the charity's purposes and its beneficiaries, creating a safe, respectful and welcoming environment for those who come into contact with it.*
- 3.4 The board makes objective decisions about delivering the charity's purposes. It is not unduly influenced by those who may have special or personal interests. This applies whether trustees are elected, nominated, or appointed. Collectively, the board is independent in its decision making.*
- 3.5 No one person or group has undue power or influence in the charity. The board recognises how individual or organisational power can affect dealings with others.*

### RECOMMENDED PRACTICE

### 3.6 Upholding the charity's values

#### 3.6.1 *The board ensures that all of its decisions and actions are consistent with the charity's values.*

The standard expected of Trustees is set out in the Constitution of the Baptist Union, the job description for a Trustee and the Declaration of Acceptance of Responsibilities and Conduct (Appendices 1, 5 and 11).

#### 3.6.2 *Trustees regularly check whether there are inappropriate power imbalances in the board or charity. Where necessary, they address any potential abuse of power to uphold the charity's purpose, values and public benefit.*

The BUGB structure and governance is designed to prevent excessive concentration of power in any one individual or group of individuals. The independent governance of the various charitable bodies within Baptists Together provides the opportunity to hold each other to account, particularly through Baptist Union Council where all the main stakeholders in the Union are represented. Baptists Together works hard to maintain diversity in all its governance bodies to ensure that no particular group holds excessive power.

#### 3.6.3 *Trustees adopt and follow a suitable code of conduct that reflects the charity's values and sets out expected standards of ethics, probity and behaviour.*

Appendix 11 is the Trustees' declaration of acceptance of the responsibilities and conduct of a charity trustee of the Union. All Trustees sign this document and are expected to comply with it.

#### 3.6.4 *The board considers how the charity is seen by the people and organisations who are involved in its work and by the wider public. The board has policies and procedures to make sure that the charity works responsibly and ethically, has regard to the proper use of power and acts in line with its own aims and values.*

The board receives feedback on how the charity is perceived through various sources including:

- Listening and discerning via CLT and Council
- Reports from Specialist Team Leaders
- Direct Engagement with stakeholders
- Monitoring formal complaints procedure

Various controls are in place to ensure the organisation operates ethically and responsibly:

- Delegation of Authority
- Procurement policy
- Conflict of Interest policy and associated declarations
- Financial controls
- Clear statement of values

*3.6.5 The board ensures that the charity follows the law. It also considers following non-binding rules, codes and standards, for example regulatory guidance, the ‘Nolan Principles’<sup>1</sup> or Charity Ethical Principles<sup>2</sup> and other good practice initiatives that promote confidence in charities and create a supportive environment.*

The Board receives an annual legal update from BUGB’s Solicitors, highlighting upcoming changes in the law and relevant regulatory regimes. The Support Services Report includes an update from the Legal Services Manager on legal matters facing the Union which is presented at every Board meeting and BUGB is an active member of the Churches Legislation Advisory Service, which provides regular updates and responds to Government on proposed legislation and other matters directly affecting churches and the faith based charitable sector.

### *3.7 Ensuring the right to be safe*

*3.7.1 Trustees understand their safeguarding responsibilities and meet the legal minimum to promote a culture in which everyone feels safe and respected.*

*3.7.2 Where appropriate:*

- the board ensures there are appropriate and regularly reviewed safeguarding policies and procedures*
- as part of a charity’s risk-management process, the board checks key safeguarding risks carefully and records how these are managed*
- all trustees, staff, volunteers and people who work with the charity have information or training on the safeguarding policy, in order to understand it, know how to speak up, and feel comfortable raising concerns.*

The Union has a team of safeguarding professionals, overseen by the HR & Safeguarding Team Leader, who provides reports to every board meeting on safeguarding issues. Whilst this team spend the majority of their time advising and supporting member organisations with safeguarding issues, they also oversee safeguarding within BUGB itself. There is a Safeguarding policy and all staff receive safeguarding training. The board has also established a Safeguarding subcommittee to ensure oversight of safeguarding across Baptists Together.

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<sup>1</sup> [www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2](http://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2)

<sup>2</sup> [www.ncvo.org.uk/images/documents/policy\\_and\\_research/ethics/Charity-Ethical-Principles.pdf](http://www.ncvo.org.uk/images/documents/policy_and_research/ethics/Charity-Ethical-Principles.pdf)

### 3.8 Identifying, dealing with and recording conflicts of interest/loyalty

3.8.1 *The board understands how real and perceived conflicts of interests and conflicts of loyalty can affect a charity's performance and reputation.*

3.8.2 *Trustees disclose any actual or potential conflicts to the board, and deals with these in line with the charity's governing document and a regularly reviewed conflicts of interest policy.*

3.8.3 *Registers of interests, hospitality and gifts are kept and made available to stakeholders in line with the charity's agreed policy on disclosure.*

3.8.4 *Trustees keep their independence and tell the board if they feel influenced by any interest, or may be perceived as being influenced or to having a conflict.*

The Conflict of Interest policy sets out how the Union should handle conflicts and deal with specific issues arising (see Appendix 13).

As part of this policy the BUGB Trustees maintain a Declaration of Interests, Gifts and Hospitality Register. This is reviewed at each at the beginning of every meeting of BUGB Trustees and the Finance & Audit Committee to ensure any conflicts relating to the agenda for the meeting are declared and noted and any new conflicts noted. By this mechanism the BUGB Trustees are aware of conflicts of its Board members.

## Principle 4 DECISION MAKING, RISK AND CONTROL

### PRINCIPLE

*The board makes sure that its decision-making processes are informed, rigorous and timely, and that effective delegation, control and risk-assessment, and management systems are set up and monitored.*

### RATIONALE

*The board is ultimately responsible for the decisions and actions of the charity but it cannot and should not do everything. The board may be required by statute or the charity's governing document to make certain decisions but, beyond this, it needs to decide which other matters it will make decisions about and which it can and will delegate.*

*Trustees delegate authority but not ultimate responsibility, so the board needs to implement suitable financial and related controls and reporting arrangements to make sure it oversees these delegated matters. Trustees must also identify and assess risks and opportunities for the organisation and decide how best to deal with them, including assessing whether they are manageable or worth taking.*

### KEY OUTCOMES

- 4.1 *The board is clear that its main focus is on strategy, performance and assurance, rather than operational matters, and reflects this in what it delegates.*
- 4.2 *The board has a sound decision-making and monitoring framework which helps the organisation deliver its charitable purposes. It is aware of the range of financial and non-financial risks it needs to monitor and manage.*
- 4.3 *The board promotes a culture of sound management of resources but also understands that being over-cautious and risk averse can itself be a risk and hinder innovation.*
- 4.4 *Where aspects of the board's role are delegated to committees, staff, volunteers or contractors, the board keeps responsibility and oversight.*

#### RECOMMENDED PRACTICES

#### 4.5 *Delegation and control*

- 4.5.1 *The board regularly reviews which matters are reserved to the board and which can be delegated. It collectively exercises the powers of delegation to senior managers, committees or individual trustees, staff or volunteers.*

Matters are reserved to the Board and other BUGB governance bodies as illustrated in the introduction and diagrams explaining governance structures and constitutional links above.

- 4.5.2 *The board describes its 'delegations' framework in a document which provides sufficient detail and clear boundaries so that the delegations can be clearly understood and carried out. Systems are in place to monitor and oversee how delegations are exercised.*

The constitution in clauses 19.8 and 19.9 specifies the ability of Trustees and the Moderator to electronically approve decisions made outside the Board meeting. In addition, there is a BUGB Scheme of Delegation in place (appendix 14) including allocated levels of authority.

- 4.5.3 *The board makes sure its committees have suitable terms of reference and membership, and that:*
  - *the terms of reference are reviewed regularly*
  - *the committee membership is refreshed regularly and does not rely too much on particular people.*

The Trustee Board reviews terms of reference regularly and undertakes an annual review of committee membership using the skills, knowledge and experience matrix included in the Trustee Board Effectiveness Review. The Baptist Together Key Roles Nominations Team liaise with committees to understand which new member requirements and skills are required.

*4.5.4 Where a charity uses third party suppliers or services – for example for fundraising, data management or other purposes – the board assures itself that this work is carried out in the interests of the charity and in line with its values and the agreement between the charity and supplier. The board makes sure that such agreements are regularly reviewed to make sure they remain appropriate.*

The Union makes use of suppliers to carry out activities that it does not have the skills or expertise, or would not be economic, to do directly. These relationships are established and operated in line with BUGB policies, including the data protection policy, and procurement policy. The Trustee Board maintains control of these policies and receive regular updates on any key supplier developments via board reports from the BUGB staff.

*4.5.5 The board regularly reviews the charity’s key policies and procedures to ensure that they continue to support, and are adequate for, the delivery of the charity’s aims. This includes policies and procedures dealing with board strategies, functions and responsibilities, finances (including reserves), service or quality standards, good employment practices, and encouraging and using volunteers, as well as key areas of activity such as fundraising and data protection.*

A Register of Policies is maintained by the Support Services Team and reviewed by the Trustees. New policies are developed as required. The Register provides dates of review to ensure a review of policies on a rolling basis.

#### *4.6 Managing and monitoring organisational performance*

*4.6.1 Working with senior management, the board ensures that operational plans and budgets are in line with the charity’s purposes, agreed strategic aims and available resources.*

*4.6.2 The board regularly monitors performance using a consistent framework and checks performance against delivery of the charity’s strategic aims, operational plans and budgets. It has structures in place to hold staff to account and support them in meeting these goals.*

*4.6.3 The board agrees with senior management what information is needed to assess delivery against agreed plans, outcomes and timescales.*

*4.6.4 Information should be timely, relevant, accurate and provided in an easy to understand format.*

*4.6.5 The board regularly considers information from other similar organisations to compare or benchmark the organisation’s performance.*

Every Trustee Board meeting receives reports from the General Secretary and each Specialist Team Leader. This includes reports on finances and performance against income and expenditure budgets, as well as updates on key strategic issues.

Action points arising from Board meetings are reviewed and tracked to completion.

Trends on staff wellbeing and pay are currently benchmarked. It has proven difficult identify other suitable benchmarks that are relevant to the performance of the organisation.

#### 4.7 *Actively managing risks*

4.7.1 *The board retains overall responsibility for risk management and discusses and decides the level of risk it is prepared to accept for specific and combined risks.*

4.7.2 *The board regularly reviews the charity's specific significant risks and the cumulative effect of these risks. It makes plans to mitigate and manage these risks appropriately.*

4.7.3 *The board puts in place and regularly reviews the charity's process for identifying, prioritising, escalating and managing risks and, where applicable, the charity's system of internal controls to manage these risks. The board reviews the effectiveness of the charity's approach to risk at least every year.*

4.7.4 *The board describes the charity's approach to risk in its annual report and in line with regulatory requirements.*

A full risk register, across a full range of topics, is maintained by the Support Services Team Leader (SSTL) under the oversight of the Finance and Audit Committee. This includes scoring of risks, controls in place, individuals responsible and any further agreed actions. Major risks, new risks and significant changes are reported to every meeting of BUGB Trustees and the full risk register is reviewed each year. The annual review of the risk register includes discussion about our view on risk and the importance of not being overcautious. The approach to risk is included within the Annual Report with detail provided of all red risks.

#### 4.8 *Appointing auditors and audits*

4.8.1 *The board agrees and oversees an effective process for appointing and reviewing auditors, taking advice from an audit committee if one exists.*

Oversight of the auditors is carried out by the Finance & Audit Committee. A review of the BUGB Auditors was carried out in 2017, resulting in new auditors being appointed in September 2017.

4.8.2 *Where the charity has an audit committee, its chair has recent and relevant financial experience and the committee includes at least two trustees.*

The Treasurer, one other Trustee and the SSTL are appointed to attend the meetings of the Finance & Audit Committee, by the Trustee Board. (See Appendix 4) for Treasurer Role & responsibilities). There is a separate audit committee chair who is always a qualified accountant with suitable experience of large charity finances.

4.8.3 *The board, or audit committee, has the opportunity to meet the auditors without paid staff present at least once a year.*

The BUGB auditors have the opportunity to meet with Trustees at least once a year, usually to discuss the year end accounts. The auditors annually attend the Finance and Audit Committee to present their audit findings. In addition, the Treasurer and the chair of the audit committee meet with the auditors without staff to discuss the findings from the audit.



4.8.4 *Arrangements are in place for a body, such as the audit committee, to consider concerns raised in confidence about alleged improprieties, misconduct or wrongdoing. This includes concerns raised by 'whistle blowing'. Arrangements are also in place for appropriate and independent investigation and follow-up action.*

The Support Services Team Leader (SSTL) is the Compliance Officer and is responsible for maintaining a Suspicious Activity Reporting Schedule. Any entries are reported to the Finance & Audit Committee.

The Board will ensure that policies are reviewed regularly.

## Principle 5 BOARD EFFECTIVENESS

### PRINCIPLE

*The board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions.*

### RATIONALE

*The board has a key impact on whether a charity thrives. The tone the board sets through its leadership, behaviour, culture and overall performance is critical to the charity's success. It is important to have a rigorous approach to trustee recruitment, performance and development, and to the board's conduct. In an effective team, board members feel it is safe to suggest, question and challenge ideas and address, rather than avoid, difficult topics.*

### KEY OUTCOMES

- 5.1 *The board's culture, behaviours and processes help it to be effective; this includes accepting and resolving challenges or different views*
- 5.2 *All trustees have appropriate skills and knowledge of the charity and can give enough time to be effective in their role*
- 5.3 *The chair enables the board to work as an effective team by developing strong working relationships between members of the board and creates a culture where differences are aired and resolved.*
- 5.4 *The board takes decisions collectively and confidently. Once decisions are made the board unites behind them and accepts them as binding.*

### RECOMMENDED PRACTICES

5.5 *Working as an effective team*

5.5.1 *The board meets as often as it needs to be effective.*

The Board will usually meet four times a year with full documentation circulated a minimum of a week before the meeting, in appropriate electronic format to provide time to prepare for

agenda items. Where necessary (such as during the Coronavirus pandemic) additional board meetings are scheduled to ensure significant issues are addressed in a timely manner.

*5.5.2 The chair, working with board members and staff, plans the board's work and its meetings, making sure trustees have the necessary information, time and space to explore key issues and reach well-considered decisions, so that board time is well-used.*

The Moderator, General Secretary, SSTL and the secretary to the board hold an agenda meeting in advance of each board meeting to ensure a well-structured agenda. This meeting also reviews the outstanding actions from the previous meeting to ensure relevant items are included on the agenda.

*5.5.3 The board has a vice-chair or similar who provides a sounding board for the chair and serves as an intermediary for the other trustees if needed.*

From time to time the Trustee Board will appoint a Vice-Moderator from among the current Trustees. Consideration will be given to choosing someone who complements the Moderator in various factors (e.g. competencies/skills and lay/ordained). The Vice Moderator carries out an annual review with the moderator and stands in for the Moderator when they are unavailable or conflict issues arise.

*5.5.4 The board regularly discusses its effectiveness and its ability to work together as a team, including individuals' motivations and expectations about behaviours. Trustees take time to understand each other's motivations to build trust within the board and the chair asks for feedback on how to create an environment where trustees can constructively challenge each other.*

This is included in the Board Effectiveness review. In addition, at the end of each meeting the Trustees consider their discussions and how challenging topics have been handled including whether discussions have aligned with the organisational values. The BUGB Trustees also aim to have at least one team building day each year to develop their understanding of each other and build effective working relationships.

*5.5.5 Where significant differences of opinion arise, trustees take time to consider the range of perspectives and outcomes, respecting all viewpoints and the value of compromise in board discussions.*

The Moderator of the board will be responsible for ensuring that appropriate time is given to discussions where there is a significant difference of opinion and will facilitate the conversation to ensure all voices are heard. In such circumstances it will often be necessary to continue deliberations at a future meeting to allow time for reflection.

*5.5.6 The board collectively receives specialist in-house or external governance advice and support. The board can access independent professional advice, such as legal or financial advice, at the charity's expense if needed for the board to discharge its duties.*

The Board will usually request the SSTL to take independent advice where they deem it necessary. This will usually come from BUGB's appointed professional advisors, but additional specialist advisors will be engaged when required.

## 5.6 *Reviewing the board's composition*

5.6.1 *The board has, and regularly considers, the skills, knowledge and experience it needs to govern, lead and deliver the charity's purposes effectively. It reflects this mix in its trustee appointments, balancing the need for continuity with the need to refresh the board.*

A skills matrix is maintained by the board and this is included in the Board Effectiveness Review. The board will highlight imbalances and skills gaps to the Baptists Together Key Roles Nominations Team who conduct recruitment on behalf of Baptist Union Council.

5.6.2 *The board is big enough that the charity's work can be carried out and changes to the board's composition can be managed without too much disruption. A board of at least five but no more than twelve trustees is typically considered good practice.*

The Board usually consists of 12 Trustees as detailed in the Constitution and introduction to this handbook, with eight members as a minimum. Three Trustees will normally be appointed or reappointed each year, ensuring that there is a regular refresh of the board whilst ensuring a suitable level of continuity.

## 5.7 *Overseeing appointments*

5.7.1 *There is a formal, rigorous and transparent procedure to appoint new trustees to the board, which includes advertising vacancies widely.*

5.7.2 *The search for new trustees is carried out, and appointments or nominations for election are made, on merit against objective criteria and considering the benefits of diversity on the board. Regular skills audits inform the search process.*

5.7.3 *The charity considers using a nominations committee to lead the board appointment process and to make recommendations to the board.*

The Baptists Together Key Roles Nominations Team is responsible for the recruitment process and nominating names to the Council. The BUGB Moderator will liaise with the Baptists Together Key Roles Nominations Team (see 6.5.2). All vacancies for BUGB Trustees are advertised on the Baptists Together website and promoted via various communication channels. A skills matrix is maintained by the BUGB Trustees and shared with the Key Roles Nominations Team to ensure that any gaps in capability are addressed in the recruitment process.

5.7.4 *Trustees are appointed for an agreed length of time, subject to any applicable constitutional or statutory provisions relating to election and re-election. If a trustee has served for more than nine years, their reappointment is:*

- *subject to a particularly rigorous review and takes into account the need for progressive refreshing of the board*
- *explained in the trustees' annual report.*

Trustees' terms of service are included in Clause 19.4 of the Constitution (see Appendix 1)

*5.7.5 If a charity's governing document provides for one or more trustees to be nominated and elected by a wider membership, or elected by a wider membership after nomination or recommendation by the board, the charity supports the members to play an informed role in these processes.*

The Baptist Union Council makes decisions on the recruitment of BUGB Trustees, based on recommendations from the Baptists Together Key Roles Nominations Team. These recommendations are accompanied by a report explaining their qualifications for the role.

## *5.8 Developing the board*

*5.8.1 Trustees receive an appropriately resourced induction when they join the board. This includes meetings with senior management and covers all areas of the charity's work. Trustees are given the opportunity to have ongoing learning and development.*

New Trustees will attend an induction day upon formally becoming a Trustee, to take place before 1 September in the year they are appointed, and will be provided with the following documentation:

- This handbook & appendices
- Minutes of the previous year's meetings
- The most recent Annual Report
- The previous year's Accounts
- CC3 Document (Charity Commission - *The Essential Trustee*)

A training and development plan for the Board will be developed out of the Board Effectiveness Review and reviewed annually. Usually a relevant training session is included within the board Team Building day each year.

*5.8.2 The board reviews its own performance and that of individual trustees, including the chair. This happens every year, with an external evaluation every three years. Such evaluation typically considers the board's balance of skills, experience and knowledge, its diversity in the widest sense, how the board works together and other factors relevant to its effectiveness.*

The Board will evaluate its own performance as detailed in the Board Effectiveness Review at Appendix 15 In addition, this will be reviewed by external consultant evaluation every 3 years.

*5.8.3 The board explains how the charity reviews or evaluates the board in the governance statement in the trustees' annual report.*

This is included in the Trustee board section of the Annual Report.

# Principle 6 EQUALITY, DIVERSITY AND INCLUSION

## PRINCIPLE

*The board has a clear, agreed and effective approach to supporting equality, diversity and inclusion throughout the organisation and in its own practice. This approach supports good governance and the delivery of the organisation's charitable purposes.*

## RATIONALE

*Addressing equality, diversity and inclusion helps a board to make better decisions. This requires commitment, but it means that a charity is more likely to stay relevant to those it serves and deliver its public benefit. Recognising and countering any imbalances in power, perspectives and opportunities in the charity, and in the attitudes and behaviour of trustees, staff and volunteers, help to make sure that a charity achieves its aims.*

*All trustees have the same responsibility for the charity, so they must have equality of opportunity to contribute to decision making. Board diversity, in the widest sense, is important because it creates more balanced decision making. Where appropriate, this includes and centres those communities and people the charity serves. This increases the charity's legitimacy and impact. Equality and diversity are only effective and sustainable if the board works to be inclusive, ensuring that all trustees are welcomed, valued and able to contribute.*

*Boards that commit to equality, diversity and inclusion are more likely to set a positive example and tone for the charity by following an appropriate strategy for delivering its purpose and setting inclusive values and culture.*

## KEY OUTCOMES

- 6.1 The principles of equality, diversity and inclusion are embedded in the organisation and help to deliver the charity's public benefit.*
- 6.2 Obstacles to participation are reduced, with the organisation's work designed and open for everyone included within its charitable purposes. This supports the charity to challenge inequality and achieve improved equality of outcomes.*
- 6.3 The board is more effective because it reflects different perspectives, experiences and skills, including, where applicable, from current and future beneficiaries*

## RECOMMENDED PRACTICES

#### 6.4 *Assessing understanding of systems and culture, encouraging inclusive and accessible participation*

6.4.1 *The board analyses and can define how equality, diversity and inclusion are important for the charity, its context and the delivery of its aims.*

6.4.2 *The board assesses its own understanding of equality, diversity and inclusion. It considers how this happens in the charity and identifies any gaps in understanding which could be filled by discussion, learning, research or information*

6.4.3 *The board regularly assesses:*

- *the charity's approach to equality, diversity and inclusion, using available data and, where applicable, lived experience*
- *its own practice including:*
  - *the diversity of trustees' backgrounds and perspectives in its regular board skills audit to identify imbalances and gaps*
  - *any bias in trustee recruitment and selection*
  - *where applicable, how the communities and people that the charity serves are included and centred in decision making*
  - *how meetings and board information can be made more accessible and how to provide resources to support this*
  - *how to create a meeting environment in which behaving inclusively is the norm, all voices are equal and trustees can constructively challenge each other*
  - *how the board demonstrates inclusive behaviours in its decision making and how it engages with staff (where they exist), volunteers, members, service users and beneficiaries.*

6.4.4 *The chair regularly asks for feedback on how meetings can be made more accessible and how to create an environment where trustees can constructively challenge each other and all voices are equally heard.*

The importance of equality, diversity and inclusion is recognised in the Baptists Together Values (see Appendix 2). In particular:

- **Feel like one team:** Celebrating diversity; valuing, respecting and trusting each other as we work together in partnerships – making sure everyone feels included and listened to (I Cor. 12:24b-27)
- **Share a hunger for God's coming kingdom:** Nurturing a 'holy discontent' that arises from our desire to give practical expression to our vision of God's purpose for creation – confronting evil, injustice and hypocrisy, and challenging worldly attitudes to power, wealth, status and security both within and beyond Baptists Together. (Matt. 6:9-10)

At the end of each meeting the Moderator asks the board to reflect as to whether the meeting has been in line with BUGB values. This provides an opportunity to ensure all voices have been heard and to consider if anything should be changed to enable this in future meetings.

As part of the Board Effectiveness Review, the board will review how it is operating and update the skills, knowledge and experience matrix (see Appendix 15). In assessing this, the Board will highlight imbalances and skills gaps to the Baptists Together Key Roles Nominations

Team who conduct recruitment on behalf of Council and who seek to implement the intentional commitment to diversity that was expressed in the Governance report resulting from the Futures Process, ensuring that consideration of nominations as far as is practicable, have an appropriate balance of:

- Lay / ordained
- Gender
- Ethnic Origin
- Age
- Disability
- Geography
- Church / Association / College
- Theological approach

Since the anniversary of women in Baptist ministry in 2019 there has been a particular focus on gender equality and a Centenary Development Worker has been appointed to ensure a broad understanding of this issue which is regularly reported Trustees. Project Violet, a further research project, was initiated in 2021 to examine the place of women in Baptist ministry. This will be used to inform future initiatives in this area.

(See: [https://www.baptist.org.uk/Articles/612263/Launch\\_of\\_Project.aspx](https://www.baptist.org.uk/Articles/612263/Launch_of_Project.aspx))

Following the murder of George Floyd and the subsequent global wave of protests about racial injustice that followed work has been underway to consider issues of race in Baptist life. This has included providing a racial justice blog on our website and producing a printed edition of this content that was distributed alongside our magazine in order to encourage the Baptist family to reflect deeply on this topic.

See: ([https://www.baptist.org.uk/Groups/350290/Racial\\_Justice\\_Blogs.aspx](https://www.baptist.org.uk/Groups/350290/Racial_Justice_Blogs.aspx))

Baptists Together work hard to ensure that its activities are inclusive where possible. In particular we invest in having BSL-signing for Assembly and many of our webinars to ensure that those who use BSL can participate. Key resources are also provided in BSL such as Safeguarding training.

The Baptist Times Online in its Opinion pieces, the Baptist Together Magazine and the Listening area of our website create spaces to share lived experience and encourage listening to diverse voices and particularly those from under-represented groups.

In our publications we are intentional about using images that reflect the diversity of our Movement and that to which we aspire.

## 6.5 Setting context specific and realistic plans and targets

6.5.1 *The board sets a clear organisational approach to equality, diversity and inclusion in line with the charity's aims, strategy, culture and values. This is supported by appropriate plans, policies, milestones, targets and timelines.*

6.5.2 *The board uses the findings from its assessments to make context-specific and regularly reviewed plans and targets for:*

- *equality, diversity and inclusion training for board members*
- *inclusive boardroom culture, practices and behaviours*
- *board evaluation or training to address any power imbalances between trustees*
- *removing, reducing and preventing obstacles to people being trustees*
- *attracting a diverse group of candidates for new trustee roles and providing an inclusive induction for new trustees*
- *recruiting a diverse board that addresses imbalances and any gaps that have been found*
- *promoting inclusive behaviours and cultures to the wider organisation*

The Baptists Together Key Roles Nomination Team are tasked with sourcing a diverse range of candidates to be nominated as Trustees. Roles are advertised on the Baptists Together website and the Key Roles Team make use of the networks and connections to identify candidates that would bring the necessary skills and breadth of background and experience that would add to the breadth of the board.

Targets are set for diversity on Council as follows:

<b>Under-represented Group</b>	<b>At least... %</b>
<b>BAME</b>	20
<b>Women</b>	40
<b>Men</b>	40
<b>Lay</b>	30
<b>Disabilities</b>	10
<b>Under 40's</b>	10

CLT and BUGB Trustees also seek to reflect these targets. For CLT and Council where many roles are ex-officio appointments, co-options are used to enable diversity targets to be met.

Equality and diversity training, using the Just Aware training course has been rolled out and is an obligation for ministerial accreditation. Justice groups have been established for race, gender and disability to ensure that Baptists Together advocate for justice in these areas of traditional inequality.



## *6.6 Taking action and monitoring performance*

*6.6.1 The board ensures that there are appropriate arrangements and resources in place to monitor and achieve the organisation's equality, diversity and inclusion plans and targets, including those relating to the board.*

*6.6.2 The board creates and maintains inclusive cultures, practices and behaviours in all its decision making. It promotes and demonstrates inclusive behaviours and cultures to the wider organisation.*

*6.6.3 The board regularly monitors and actively implements its plans and targets established under 6.5.2.*

*6.6.4 The board leads the organisation's progress towards achieving its equality, diversity and inclusion plans and targets. It receives regular updates from the organisation including challenges, opportunities and new developments.*

*6.6.5 The board periodically takes part in learning and/or reflection about equality, diversity and inclusion and understands its responsibilities in this area. It acts on any gaps in its understanding and looks at how board practice, culture and behaviour are affected by these gaps.*

The composition of the Board is reviewed regularly, and particularly when vacancies arise, to ensure new nominations contribute positively to the diversity of the board.

The composition of CLT and Council against diversity targets is reviewed regularly, particularly when considering new co-options to ensure that new nominations contribute positively to the diversity of the groups.

Diversity data for ministerial applicants and ministers is gathered and monitored.

The board maintains a culture of inclusiveness and encourages decision making to be based on an 'Advice Seeking' process, whereby the widest possible range of views are sought prior to significant decisions being taken. Alongside this the Board regularly reflects on how it encourages inclusive and accessible decision making and this forms part of the Board Effectiveness Review (Appendix 15).

The Trustee board receives regular updates on issues of diversity and inclusion across Baptists Together, particularly from the Faith and Society Team Leader who oversees the justice work of the Specialist Teams.

## *6.7 Publishing performance information and learning*

*6.7.1 The board regularly publishes:*

- *information on its progress towards achieving its equality, diversity and inclusion plans and targets, including challenges, opportunities and learning. This could include the:*
  - *charity's organisational approach to equality, diversity and inclusion in line with its aims, strategy, culture and values,*
  - *board's culture, practices and behaviours*
  - *board's composition and make-up*

- *its plans to tackle any organisational or board inequalities and gaps that have been identified.*

The composition of the Board is included in the Annual Report and the Baptists Together Key Roles Nominations Team has responsibility for implementing the Board's diversity objectives and are accountable to the BU Council.

The board will consider further improvements to reporting of diversity against targets in future annual reports.

## Principle 7 OPENNESS AND ACCOUNTABILITY

### PRINCIPLE

*The board leads the organisation in being transparent and accountable. The charity is open in its work, unless there is good reason for it not to be.*

### RATIONALE

*The public's trust that a charity is delivering public benefit is fundamental to its reputation and success, and by extension, the success of the wider sector. Making accountability real, through genuine and open two-way communication that celebrates successes and demonstrates willingness to learn from mistakes, helps to build this trust and confidence and earn legitimacy.*

### KEY OUTCOMES

- 7.1 *The organisation's work and impact are appreciated by all its stakeholders.*
- 7.2 *The board ensures that the charity's performance and interaction with its stakeholders are guided by the values, ethics and culture put in place by the board. Trustees make sure that the charity collaborates with stakeholders to promote ethical conduct.*
- 7.3 *The charity takes seriously its responsibility for building public trust and confidence in its work.*
- 7.4 *The charity is seen to have legitimacy in representing its beneficiaries and stakeholders.*

### RECOMMENDED PRACTICES

## *7.5 Communicating and consulting effectively with stakeholders*

*7.5.1 The board identifies the key stakeholders with an interest in the charity's work. These might include users or beneficiaries, staff, volunteers, members, donors, suppliers, local communities and others.*

*7.5.2 The board makes sure that there is a strategy for regular and effective communication with these stakeholders about the charity's purposes, values, work and achievements, including information that enables them to measure the charity's success in achieving its purposes.*

The Communication Strategy is owned by the Communications Team within the Faith and Society Team. A range of stakeholders are identified, including ministers, church secretaries, church treasurers, associations, colleges, etc. The Faith and Society team also engages with the international Baptist family and ecumenical bodies in the UK and globally through our Ecumenical Officer.

We utilise multiple communications channels including the Baptists Together magazine, Annual Report, monthly e-mail updates and various forms of social media, including a regularly refreshed, comprehensive website.

*7.5.3 As part of this strategy, the board thinks about how best to communicate how the charity is governed, who the trustees are and the decisions they make.*

A description of how the charity is governed is included in the Annual Report and within the Annual Review document which is sent to all key stakeholders. A list of the current serving Trustees of the Union is publicly available on our website and is included in the Annual Report as well as the Charity Commission register.

The governance structure of the Union means that the key issues are considered in Council and CLT and reports on the discussions at Council and CLT are regularly reported on the Baptists Together website.

*7.5.4 The board ensures stakeholders have an opportunity to hold the board to account through agreed processes and routes, for example question and answer sessions.*

The Trustees are directly accountable to Council and produce a report for each meeting of Council on their activities. The Assembly is the opportunity for the Baptists Together membership to hold BUGB to account.

*7.5.5 The board makes sure there is suitable consultation with stakeholders about significant changes to the charity's services or policies.*

In the BUGB governance structure all significant changes will be agreed through CLT, Council, and where appropriate, the Assembly. In particular, constitutional changes must be approved by the Assembly.

## 7.6 *Developing a culture of openness within the charity*

7.6.1 *The board gets regular reports on the positive and negative feedback and complaints given to the charity. It demonstrates that it learns from mistakes and errors and uses this learning to improve performance and internal decision making.*

The Trustee Board annually receives a summary of all complaints received by BUGB with significant complaints ones reported in the interim as necessary.

The Board will monitor trends on complaints and undertake lessons learned exercises where appropriate and ensure learning points are implemented.

7.6.2 *The board makes sure that there is a transparent, well-publicised, effective and timely process for making and handling a complaint and that any internal or external complaints are handled constructively, impartially and effectively.*

BUGB has a complaints policy in place and the Board ensure this is reviewed periodically. ([http://www.baptist.org.uk/Groups/269026/Complaints\\_Procedure.aspx](http://www.baptist.org.uk/Groups/269026/Complaints_Procedure.aspx))

7.6.3 *The board keeps a register of interests for trustees and senior staff and agrees an approach for how these are communicated publicly in line with Principle 3.*

A Declaration of Interests, Gifts and Hospitality Register is maintained by the BUGB Support Services Team, to include Trustees, Specialist Team Leaders and the Legal Services Manager.

7.6.4 *Trustees publish the process for setting the remuneration of senior staff, and their remuneration levels, on the charity's websites and in its annual report.*

Details of the Remuneration Committee and policy and required disclosures on senior staff remuneration are included in the Annual Report.

## 7.7 *Member engagement*

7.7.1 *In charities where trustees are appointed by an organisational membership wider than the trustees, the board makes sure that the charity:*

- *has clear policies on who can be a member of the charity*
- *has clear, accurate and up-to-date membership records*
- *tells members about the charity's work*
- *looks for, values and takes into account members' views on key issues*
- *is clear and open about the ways that members can participate in the charity's governance, including, where applicable, serving on committees or being elected as trustees.*

The membership of Baptists Together is clearly defined in BUGB's constitution, and a record of membership is maintained through the national database (ThankQ). The Annual Return process strives to ensure these records are accurate.

Representatives of member organisations receive regular communications, including email communications, the Baptists Together magazine, the Annual Review and the Annual Report.

Feedback is actively sought and regularly received on the work of Baptists Together from our stakeholders.

Vacancies for Trustees and other significant committee roles are advertised via the Baptists Together website and via social media and email communication channels, offering Baptists from across the country the opportunity to participate in our work.

# APPENDICES

## Appendix 1: Constitutional Documents

The Constitutions of both the BU CIO and the Unincorporated BUGB can be found on the Baptists Together Website or by application to the Support Services Team at Baptist House.

The Baptist Union Constitution CIO can be found at [www.baptist.org.uk/constitution](http://www.baptist.org.uk/constitution).

The Unincorporated BUGB Constitution can be found at [www.baptist.org.uk/Publisher/File.aspx?ID=227302](http://www.baptist.org.uk/Publisher/File.aspx?ID=227302)

# Appendix 2: Vision, Culture and Priorities

Our vision as a movement is:

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*Growing Healthy Churches in relationship for God's mission*

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## ENABLING MISSION

We seek to deliver our vision through four key areas: Pioneering and Planting, Equipping the local Church, Investing in Godly leaders, Enabling Baptist voices and action in the public square.



## OUR CULTURE

The Baptist Union of Great Britain is committed to intentionally developing a culture where we...

- **Seek to be a movement of Spirit led communities.** As those who have encountered the living Christ, to intentionally seek his will and purpose for our local churches and every expression of our shared life. (Galatians 5:22-25)
- **Feel like one team** – celebrating diversity; valuing, respecting, and trusting each other as we work together in partnerships - making sure everyone feels included and listened to. (I Corinthians 12:24b-27)
- **Embrace adventure** – being serious about discipleship, willing to take risks, pioneer and move out of the comfort zone of familiar ways of doing things. (Matthew 28:18-20)
- **Inspire others** – with a generosity of spirit, to energise and motivate people to be all that God created them to be. (Ephesians 5:1-2)
- **Share a Hunger for God's coming Kingdom** – nurturing a 'holy discontent' that arises from our desire to give practical expression to our vision of God's purpose for creation - confronting evil, injustice and hypocrisy and challenging worldly attitudes to power, wealth, status and security both within and beyond our Union. (Matthew 6:9-10)

## CURRENT PRIORITIES FOR BAPTISTS TOGETHER

In the second half of 2018 the Baptist Steering Group (now developed into the Core Leadership Team) and Baptist Union Council began to review our existing priorities and projects in order to identify what is important for us to focus on now and in the future.

Whilst continuing to develop our ongoing work in our four key areas (see below), we highlighted a number of issues which we felt needed particular focus for the next three to five years. These were:

- Given the urgent need to pursue God's mission in our UK context, we believe that we need to focus on our value: 'Embrace adventure: Being serious about discipleship, willing to take risks, pioneer and move out of the comfort zone of familiar ways of doing things (Matt 28:18-20)'. Council particularly wanted to embody this value in the context of mission, evangelism, and discipleship. Our Mission Forum is particularly key to developing work in this area.
- To work through the remaining recommendations of the Ignite report into the future of ministry.
- Developing leadership in all its forms, together with a focus on equipping the whole body of Christ.
- Children Young People and Families – our CYF Round Table is offering leadership in this area.
- A similar but separate focus on Emerging Adults aged 18-35 – a group which is largely missing from our churches.
- Digital revolution – not only our own digital capacity but reflecting on the implications of the digital revolution on mission, ministry, and society.

Since then, we have all been affected by the spread of the coronavirus, and we recognise the need to support ministers, churches, associations, colleges and the specialist teams in ongoing response, recovery and reconstruction phases during and after the Covid pandemic.



# Appendix 3: Roles & Responsibilities – Moderator of the BUGB Trustee Board

## BACKGROUND

The BUGB Trustee Board hold responsibility for the governance of BUGB as a charity, including all matters relating to financial standing, risk management and legal obligations.

## ROLE PURPOSE

This role focuses on two key aspects of BUGB life:

- To provide the leadership and oversight to ensure the trustee responsibilities are achieved
- To provide support to the General Secretary and senior staff at Baptist House to ensure they can achieve their objectives in line with BUGB's strategic direction

## RESPONSIBILITIES

- To plan the agenda and prepare for Trustee Board meetings, involving the General Secretary, Treasurer, Specialist Team Leaders, and other members of the CLT as appropriate.
- To chair the Trustee Board meetings, ensure all Board business is dealt with effectively and that agreed actions are recorded clearly for implementation.
- To support and encourage Trustees in their governance responsibilities, including support to new trustees. This will include encouraging the Vice Moderator and other trustees to take responsibility for oversight of sub-groups and or Board level projects and initiatives.
- To participate in meetings of the Core Leadership Team.
- To act as line manager for the General Secretary, providing oversight and support, including annual appraisal, and agreeing priorities.
- To keep an ongoing awareness of staffing issues at Baptist House and to ensure suitable support and accountability for senior staff, ensuring that trustees can build and maintain good relationships with Didcot staff.
- To ensure that adequate support and monitoring are in place for all committees and working groups that report directly to the Trustee Board, and that Trustee representation on these is appropriate.
- To work closely with the Treasurer of the Union to manage and minimise financial and legal risk.
- To report to Council issues from the Trustee Board that are in the interests of our Union and Baptists Together.
- To attend the Baptist Assembly each year and speak on behalf of the Trustee Board as and when required.
- To chair the BUGB Moderators Group.
- To oversee BUGB's response to complaints and appeals, including commissioning external review where required.
- To provide ad hoc support and advice as appropriate, including leading projects, sub-committees or dealing with correspondence from ministers and associations.

## SKILLS AND STYLE

The Moderator of Trustees needs to have a robust background that has given them exposure to decision making bodies and particularly to the legal and financial requirements of a charitable organisation. Previous experience as leader of a trustee board would be helpful.

Excellent organisational skills are vital, as is the ability to delegate effectively, including the monitoring and management of projects and committees.

Experience of mediation in complex relational and legal matters would be extremely helpful.

As line manager for the General Secretary, the Moderator will need to have a coaching approach and be able to understand the multiple demands placed on senior staff.

Across BUGB the Moderator will need to work in a collegial and collaborative way with other senior leaders, and to be quick to understand the impact of projects and initiatives on the life of Baptists Together.

A positive appreciation of BUGB's unique ecclesiology and complex charitable structure, together with the ability to offer appropriate critique, is key to enable both the Moderator and the Board to flourish.

A pragmatic and diplomatic style, coupled with energy and enthusiasm for the longer-term vision of our Union is also important, so the Moderator can guide and encourage the whole trustee group as they work together.

The Trustee Board acts as the employer for the 40 staff at Baptist House, and the Moderator will lead other Trustees in supporting the staff and building relationships with them.

The Board also includes the role of Vice Moderator, and we expect the Moderator and the Vice Moderator will work together collaboratively to agree how tasks are divided between the two post-holders, reflecting their particular skills and interests. The intention is that the Vice Moderator role provides support to the work of the Moderator.

## TIME COMMITMENT

The role is expected to require on average four days each month.

The appointment is for a three-year term, with Trustee Board meetings taking place four times each year, and Council meetings taking place over two days twice a year.

July 2021

# Appendix 4: Roles and Responsibilities – BUGB Treasurer

## **BACKGROUND**

The BUGB Trustee Board hold responsibility for the governance of BUGB as a charity, including all matters relating to financial standing, risk management and legal obligations. The Treasurer serves as a trustee, with particular emphasis and involvement in the financial management of our Union and its bodies, and a key role in ensuring that we comply with all financial governance requirements. The Treasurer should strive to support BUGB's mission, vision and values in all he/she does.

## **ROLE PURPOSE**

The role is primarily one of governance focused on financial issues with a full-time finance team undertaking the accounting and financial reporting functions, and ensuring appropriate financial controls are in place including keeping finance policies updated.

## **KEY RESPONSIBILITIES**

The Honorary Treasurer will:

- undertake all roles of a Trustee of BUGB, including spiritual insight as befits a key role within a major denomination
- oversee all financial aspects of BUGB and its subsidiary organisations, on behalf of the board of trustees, to ensure its short and long-term viability
- assist the chair, other honorary officers and the General Secretary in ensuring that the board of trustees fulfils its duties and responsibilities for the proper financial governance of the charity.
- oversee financial aspects across Baptists Together to monitor financial sustainability of all parts of Baptists Together

## **DUTIES AND TASKS**

In partnership with the Team Leader Support Services and members of the finance and audit

committee the Honorary Treasurer will:

- ensure BUGB operates within the financial guidelines set out in current legislation, by the charity commission, in the charity's constitution and by the board
- ensure the charity has adequate financial and internal audit controls and that these are monitored and reviewed regularly
- identify and bring to the attention of the board, any financial risks facing the charity
- ensure the charity's financial resources are sufficient to meet the charity's current and future needs; advise the board on the board's reserves policy and ensure this policy is reviewed and monitored regularly
- scrutinise the proposed annual budget, and advise and guide the board accordingly
- scrutinise management accounts, performance against budget, trading performance etc, and advise the board accordingly

- scrutinise and evaluate regularly the charity's cash flow position, and inform the board of any concerns
- ensure that funding received for specific purposes is separately accounted for and spent for the purposes for which it was given
- ensure all income due to the charity is received and all tax benefits are obtained and all rating relief due is claimed
- review longer term forecasts of capital resources and of income and expenditure, and review and monitor financial trends within the BUGB and across the major denominations
- ensure a current Statement of Investment Principles is in place setting out requirements from any investment portfolio and linked to BUGB's ethical investment policy
- monitor performance of investment managers
- review and approve loan and grant applications, as required
- meet the external auditor at least once a year
- formally present the accounts to the annual Assembly drawing to members' attention all relevant matters, and to respond to questions from the floor
- chair the finance part of the Finance and Audit Committee (*the audit part is chaired by an independent member of the Committee*).
- be a member of other Boards bringing financial expertise and BUGB perspective
- be the representative on behalf of BUGB as lead Employer in pensions matters

Assist the Moderator, other honorary officers and the General Secretary with:

- ensuring that the board of trustees fulfils its duties and responsibilities for the proper financial governance of the charity
- ensuring that the charity has satisfactory control systems and procedures for holding in trust for the beneficiaries all monies, properties and other assets and ensure that monies are invested to the maximum benefit of the charity, within the constraints of the law and ethical and other policies laid down by Council
- ensuring the income and property of the charity is applied for the purposes set out in the governing document and for no other purpose, and with complete fairness between persons who are properly qualified to benefit
- keeping the board informed of its financial duties and responsibilities
- advising the board on the financial implications and operational risks arising from board decisions, especially the board's strategic and policy decisions
- advising the board on the financial strategy proposed by the General Secretary and to review and monitor the financial strategy on behalf of the board
- advising, in consultation with the Moderator of the Board, the General Secretary on the level, quantity and frequency of financial information and reporting required by the board to allow the board to fulfil its legal and statutory responsibilities
- working with the General Secretary and Support Services Team Leader to ensure that financial information is both accurate and presented in such a way to facilitate good financial governance
- ensuring that intangible assets such as organisational knowledge and expertise, intellectual property, BUGB's good name and reputation etc. are properly valued, utilised and safeguarded.

### **MEETING ATTENDANCE:**

- BUGB Trustees 4 to 6 days per year
- Council 4 days per year
- Assembly 1 to 3 days per year
- Core Leadership Team to be established, 1 hour per week
- Finance & Audit Committee 3 days per year
- Remuneration Committee 2 to 3 times per year
- Association Treasurers Usually twice a year
- BUC Directors 3 to 4 days per year
- Planning/Reviews with auditors About 3 times per year
- RBMHO 3 times per year

#### **Pensions:**

- Pension Trustees 4 days per year
- Pensions Employers Group 4 to 6 days per year
- Monthly catch up Pensions/Employers About 10 times per year

#### **Other meetings, which could be delegated:**

- Pensions Investment Committee\* 4 times per year
- Church Investors Group 3 days per year

\*dependent on Investment expertise and discussions with Pension Trustees

### **TIME COMMITMENT**

In terms of time, we expect this role to require at least three days each month, with additional time commitments at key points in the year, for example, as the budget preparation process takes place. The appointment is made on an annual basis at Assembly, with Trustee Board meetings taking place four times each year.

# Appendix 5: Roles and Responsibilities – Trustee Board

## BACKGROUND

The BUGB Trustee Board hold responsibility for the governance of BUGB as a charitable incorporated organisation (CIO), including all matters relating to financial standing, risk management and legal obligations. Trustees serve for terms of three years, renewable on two further occasions for a maximum of nine years.

## ROLE PURPOSE

The role of each trustee, working as part of the Trustee Board, is to:

- ensure the Core Leadership Team (CLT) fulfils the strategic direction for the Union set by Council
- ensure the Council and the CLT together remain accountable to the churches and true to governing documents and other agreements
- ensure the Union as a CIO remains financially sound as a going concern, manages risk, meets the requirements of the law and the regulatory bodies, and meets high standards as an employer
- ensure those taking on roles for the BUGB are fully aware of the extent and limits of their responsibilities and are properly inducted and trained for their role.

## RESPONSIBILITIES

As part of the Trustee Board:

- ensuring that a sound strategic plan is in place and appropriate policies for fulfilling it have been adopted
- ensuring the work of the Union is soundly managed
- holding specific financial, fiduciary and property responsibilities for the Union
- managing the relationships between the various companies and charities associated with the Union
- holding the power to appoint sub-committees where needed, including the current finance and audit sub-committee and the investment sub-committee
- engaging professional advisers for legal, audit and similar purposes
- formally appointing the Core Leadership Team

## SKILLS AND STYLE

Each Trustee brings a unique set of skills and experiences to the Trustee Board. We are particularly interested in individuals with deep experience of Baptist life, and who have wide connections and relationships within our Union. Based on the current blend of skills and experiences we would be keen to see more Trustees with professional knowledge and experience of legal and financial matters.

Trustees will need to be able to commit to regular Trustee meetings which are held four times a year at venues across the UK, and to preparation time for these meetings. It is usual for most Trustees to also be involved in at least one sub-committee or working group. During the coronavirus pandemic, all meetings were held virtually.

Previous experience at Trustee level would be valuable but is not essential.

## TIME COMMITMENT

It is expected that this role will require at least one day each month, with additional time commitments if asked to participate in a sub-committee or working group. The appointment is for a three-year term, with Trustee Board meetings taking place four times each year.

July 2021

# Appendix 6: Terms of Reference – Core Leadership Team

*Perceiving, refining, encouraging flourishing, modelling movement*

## PURPOSE

Baptist Union Council asks some of its members to form a team to serve the wider Council through...

- Devoting time to perceiving and refining what we understand God to be saying and doing, in order to enable the wider discernment of Council
- Encouraging each part of Baptists Together and its leaders to flourish in their callings through our deepening relationships and in doing so, enable the flourishing of our common life.
- Modelling what it means to be a Movement through our common purpose and collaborative relationships and working.

## MEMBERSHIP

The Core Leadership Team draws together leaders from across Baptists Together, not as representatives of a particular constituency but, to seek to enable leadership for our whole Movement.

- Regional Minister Team Leaders
- College Principals
- Specialist Team Leaders
- Current Priority Area Leaders –
  - 1 x Embracing Adventure value in mission
  - 1 x Ministries Advisor for Ministerial Development
  - 1 x CYF Round Table Facilitator
  - 1 x Young Adults Round Table Facilitator
  - 1 x Digital Revolution “leader” (tbc)
- Moderator of Council
- Moderator of the Trustee Board
- President
- Treasurer
- General Secretary
- 6 co-options

A member of the Accompanying Group will be invited to join us for each meeting.

Current Priority Area (CPA) members will change from time to time as Council reviews and agrees our Baptist Together Priorities.

Council asks BUGB Trustees to appoint members of the CLT to implement these Terms of Reference.

## THE ROLE OF CORE LEADERSHIP MEMBERS

### *Character, gifting and experience*

We have identified eight key areas of character, gift and experience that are vital for those who serve as part of the CLT:

- A mature disciple of Christ who is respected among their peers
- Usually, a track record in trans-local leadership (formal or informal) in churches or church related organisations
- Strong relational skills including the ability to relate well to those with very different perspectives and experiences
- Able to embrace mutual accountability as we watch over and walk with one another
- The ability to discern God's call and direction in complex situations and to carry and embody this across Baptists Together and beyond.
- Depth and breadth of experience in ministry
- A willingness to bring their own unique perspective to CLT reflections and discussions, yet having a heart that seeks God's Kingdom above personal or positional interests
- A commitment to our shared Baptist life together, including our vision and values

### *Commitment to prayer*

All CLT members are asked to commit to prayer for our Baptist family, for the other members of CLT and Council and for all those in leadership roles at national, regional and local level. It is important that each member of CLT seeks to perceive and share the will of God for our Union life together, and that each member helps the other members to thrive in their own responsibilities and in our shared leadership responsibilities.

### *Welcome and support*

All new members of CLT will be invited to an initial briefing meeting with the General Secretary. In addition, all CLT members will have the opportunity for a one-to-one meeting with the General Secretary at least once a year.

## ROLES AND RESPONSIBILITIES

- To engage in extended times of prayer and discernment – listening to God, reading Scripture, perceiving what God is saying and doing, giving space for the prophetic.
- To ensure that mission and serving the local church remains at the heart of our movement
- To work with Council to enable broad strategic direction to be discerned and to task relevant teams and/or working groups for development and implementation
- To model the advice seeking process to enable our collaborative purpose and action
- Each member will seek to embrace, advocate and implement in our own areas of influence those things that we discern together as a movement
- To nurture, celebrate and commend our Baptist identity and values
- To nurture deep and authentic relationships between CLT members so that trust is strong
- To offer peer mentoring and discipleship to enable each other to flourish



## MEETINGS

Whilst it was originally envisaged that we would meet for 48hours three times a year this is impossible to establish in our current situation.

Until it is possible to meet again in person, we shall meet each Wednesday, via Teams, from 0930-1030.

CLT meetings will normally be moderated by the General Secretary.

Our meetings will include these standing items: Prayer, relationship building, sharing stories, discerning best practice and an opportunity for seeking advice from others, although advice seeking will not take up more than 25% of the meeting time.

Other issues to be covered will be generated by members and included in the agenda by the GS. If there are a number of items, topics will be circulated in advance so that members can prioritise suggestions.

Meetings will not be minuted formally but any key actions will be identified and noted at the close of each meeting. Agreed actions will be reviewed at each CLT meeting.

Once each year the CLT will hold a shared meeting with the BUGB Trustee Board to nurture strong relationships and ensure that both the CLT and the BUGB Trustee Board are each fulfilling the roles given them by Council.

## REPORTING

The CLT will feedback to each Council meeting with a report circulated in advance and the opportunity for questions, discussion and discernment at the Council meeting will be encouraged.

The Moderator of Council, in consultation with the General Secretary and The Moderator of the Trustee Board, will shape the Council agenda in the light of relevant issues and concerns raised from the CLT.

Arising from their discernment together, the Moderator of the Trustee Board will convey relevant issues and concerns from CLT to the BUGB Trustee Board and include these matters on their agendas, as appropriate.

## GOVERNANCE

As a sub-set of Council, the CLT remains accountable to the wider Council.

In any relevant matters relating to finances, employment, property and compliance, Council asks CLT to be accountable to those from its number who have been asked to serve on the BUGB Trustee Board.

## REVIEW

These terms of reference will be reviewed at the Council meeting in November 2021. The CLT will hold an interim review in January 2021. Membership of the CLT will be reviewed by the BUGB Trustees in response to the priorities discerned by Council.

Lynn Green, 24 June 2021

# Appendix 7: Terms of Reference – Finance and Audit Committee

## 1. Constitution

The Finance and Audit Committee is constituted as a Committee of the Board of the BUGB Trustees on matters of finance and financial governance. Its role is taken from the terms of reference of the Trustees with its focus on governance and ensuring the BUGB as a charity remains financially sound as a going concern and meets the requirements of the law and regulatory bodies. The Committee's terms of reference may be amended at any time by the Board. The Committee may from time to time investigate, discuss or review matters outside its terms of reference if required to do so by the Board. The Committee reports to the Board of Trustees.

## 2 Finance Committee

### 2.1 Financial

- To ensure financial plans (at least three years forward) and a budget are set which reflect the business plan.
- To advise the Board of Trustees on policy matters relating to the future planning of BUGB finances, including such issues as income, reserves and the balance between the different categories of expenditure.
- To monitor financial progress against budget and agree actions where performance is unsatisfactory.
- Advising the Board of Trustees on the financial implications of major initiatives proposed by the BUGB
- To propose annual increases in the standard stipend

### 2.2 Managing Assets

#### 2.2.1 Investments

- To appraise and recommend the appointment of investment managers
- To set the Statement of Investment Principles
- To have an ethical investment policy and monitor compliance by the investment manager
- To agree the fee scale for the investment manager
- To review performance of the portfolio at each meeting and meet with the investment manager at least annually. To challenge underperformance against benchmarks

#### 2.2.2 Property and Loans

- Monitoring property held as fixed assets and agreeing purchases and sales
- Monitoring outstanding BSBS Loans and ensuring appropriate reviews are undertaken
- Receiving reports on loans granted by BUC as part of the overall management of the balance sheet

#### 2.2.3 Cash

- Managing cash balances including agreeing banks to use for placing deposits
- Setting counterparty limits for banks
- Ensuring BUC is appropriately capitalised
- Agreeing interest rates policies

## 2.3 Pensions

- To advise the Board of Trustees on matters relating to pensions, including any issues raised by actuarial advice or referred to BUGB as an employer by the Directors of the Baptist Pension Scheme.
- To monitor pension fund performance and raise issues with the Pension Trustees as appropriate, recognising the lead taken by the Pensions Employers Group

## 3 Audit Committee

### 3.1 Audit

- To consider and make recommendations to the Board in relation to the appointment, re- appointment and removal of the company's external auditor. The Committee shall oversee the selection process for a new auditor and, if an auditor resigns the Committee shall investigate the issues leading to this and decide whether any action is required.
- Review and assess the annual audit plan with the external auditors
- Oversee the relationship with the external auditor including:
  - Recommendations on remuneration
  - Approval if their terms of engagement
  - Satisfying itself that there are no conflicts of interest
  - Meet the external auditor at least once annually
- The audit partner shall be given the right of direct access to the Moderator of the Board, or the Treasurer or to the Committee.
- To review the annual financial statements before submission to the Board of Trustees, focusing particularly on:
  - (i) any changes in accounting policies and practices
  - (ii) major judgmental areas
  - (iii) significant adjustments resulting from the audit
  - (iv) compliance with accounting standards
  - (v) compliance with legal requirements.
- To review the findings of the audit with the external auditor

This shall include:-

- A discussion of any major issues which arose during the audit Any accounting and audit judgements
- Levels of errors identified during the audit
- The effectiveness of the audit
- To keep under review the effectiveness of internal control systems, and in particular review the external auditor's management letter and management's response, without the need for further approval by BUGB Trustees.

### 3.2 Risk

- To keep under review the BUGB risk management plan and to recommend any revisions to it, without the need for further approval by BUGB Trustees.
- Carrying out a full review of the financial risks on at least an annual basis
- That the Committee should consider the highest three risks at every meeting.
- Ensuring the BUGB has adequate internal financial controls and internal control & risk management systems in place and that these are updated and reviewed on a regular basis
- Reviewing the accounts of BUGB and all its subsidiary and associated companies to identify any potential financial risks including approving the statements in the director's annual report about internal controls and risk management.

### 3.3 Compliance

- Ensure that BUGB is adhering to legal and regulatory requirements on financial issues

- The Committee reviews compliance with the Ethical Investment Policy.

#### **4 Membership**

The Finance & Audit Committee shall normally consist of not less than six and normally not more than ten members, to include the Treasurer, and Head of Support Services ex officio.

The Committee would normally meet between two and four times a year, once being as part of the sign off process for the Annual Report and Accounts. The quorum shall be four members. The Committee may also hold meetings by electronic means including by telephone conference call.

The Moderator and other members shall be appointed by the Board of Trustees, normally for a term of three years, after which they may be reappointed by mutual agreement. The Moderator of the Committee can be the BUGB Treasurer but in order to comply with best practice not Chair discussions on matters relating to audit. The Moderator shall not normally serve more than two consecutive terms in these capacities.

A member of the Support Services Team will act as Secretary to the Committee in addition to the members of the Committee.

#### **5 Reporting**

The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.

A copy of the committee minutes shall be included in papers for the Board of Trustees. The Moderator of the Committee may also prepare a report that will also be included in papers for the Board of Trustees.

#### **6 Other Matters**

The Committee shall:

- be provided with appropriate and timely training including the form of induction for new members.
- Oversee any investigation of activities which are within its terms of reference
- Arrange for periodic reviews of its own performance and, at least annually, review its constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.

**Prepared by: Malcolm Broad**

**Revised by: John Levick**

**Date: February 2013 (revised April 2019)**

**Trustee Approval: May 2019**

# Appendix 8: Terms of Reference – Remuneration Committee

## **Pay and reward policy statement for the Baptist Union of Great Britain (including terms of reference for the Remuneration Group)**

### **Statement**

The Baptist Union of Great Britain (BUGB) employs a total of 40 ministers and staff in three Specialist Teams based in Baptist House in Didcot. We recognise our responsibility to use Union funds wisely and to treat staff fairly in terms of their remuneration. We understand that we need to be able to attract and retain people with the right skills and experience to help us to deliver good service to the churches, associations and colleges who form our Union and to enable us to deliver the objectives of BUGB as a charity.

### **Disclosure**

We confirm that we will disclose all payments made to trustees. No trustees receive 'pay' for the performance of their trustee duties. One trustee, the General Secretary, receives remuneration for her work in the General Secretary role but receives no remuneration for her role as a trustee).

We will also disclose the number of ministers and staff in receipt of pay of more than £60,000 per annum, together with broad details of the pension and other benefits available to ministers and staff working in the Specialist Teams.

### **Remuneration Group**

BUGB has a remuneration group which meets twice a year, usually in July and November, comprised of the Moderator of Trustees, the Treasurer and one other trustee. The General Secretary and the HR and Safeguarding Team Leader attend the group meetings, but are not members of the group, and will leave the meeting during any discussion of their own remuneration.

The remuneration group is responsible for the following areas of remuneration policy and practice:

- Reviewing BUGB salary levels against independent benchmarking information that is relevant to our sector and making sure that overall salary levels remain in line with BUGB's stated remuneration policy
- Agreeing the remuneration package of the General Secretary
- Agreeing the annual percentage increase in the payroll for all staff, taking into account RPI, stipend increase levels and other relevant factors
- Reviewing the pension and benefits offered to ministers and staff working in the three Specialist Teams
- Where required, ensuring that contractual terms on termination are fair to the individual and the charity, that poor performance is not rewarded and a duty to mitigate loss is recognised.

## **Ministerial stipend**

There are 7 posts within the Specialist Teams that are regarded as ministerial appointments i.e. that require the post holder to be an accredited Baptist minister. Remuneration for these post holders is based on a multiple of the Baptist Minister stipend (with reference to the stipend levels paid to Regional Ministers and Regional Team Leaders), and they regarded as appointees rather than employees. Pension and benefits arrangements for these posts are based on ministerial terms of appointment.

## **Staff pay**

We aim to recruit, subject to experience, at a point between the lower quartile and median pay level for similar faith based organisations. It is our intention that, over time, all staff can be paid at median level, but we recognise that this cannot be achieved in one pay cycle.

The same benefits, including pensions, and terms and conditions apply to all staff. We don't apply any form of performance-related pay, nor do we have a bonus scheme. We don't apply increments to staff salaries apart from a small number of staff where a legacy arrangement applies.

BUGB does not employ interns without pay. We pay at least the living wage for all our staff, including those who work for us on a short term or contract basis.

# Appendix 9: Terms of Reference – Baptist Pension Scheme Employers Group



## **Baptist Pension Scheme Employers Group ("the Group")**

### **Overview**

The Baptist Pension Scheme is a regulated occupational pension scheme, tailored to meet the needs of the Baptist family, which provides a range of benefits, including life insurance in the event of a member's death before retirement and a member's pension at retirement. More than 1,200 employers provide pensions for their ministers through the Baptist Pension Scheme.

The scheme has been on a Defined Contribution (DC) basis since 1st January 2012. Prior to this date the scheme was on a Defined Benefit (DB) basis and was called the Baptist Ministers' Pension Fund.

The Defined Benefit (DB) Plan closed to new members and to future accrual of benefits by existing members on 31 December 2011. Members' benefits accrued in the DB Plan until 31 December 2011 are preserved until retirement.

The Baptist Union of Great Britain ("BUGB") is the Principal Employer to the Baptist Pension Scheme ("BPS") and, as such, acts on behalf of all the Participating Employers on issues where the Pension Trustees are required to consult with the Employers. As of 1st January 2016 the 'Employers Group' will act on behalf of the BUGB Trustees in consulting with participating employers and reviewing and monitoring the BPS, keeping in mind the Union's vision as a movement of 'Growing healthy Churches in relationship for God's mission'.

### **Terms of reference**

The Baptist Pension Scheme Board of Trustees (the 'Trustees') has the sole responsibility for managing the Scheme. In order to ensure that the Scheme is properly administered and the views of employers are represented, the Baptist Union of Great Britain wishes to establish an Employers Group (the 'Group') to review and monitor the Scheme and make recommendations to the Pension Trustees regarding the Scheme.

The Pension Trustees have no legal obligation to implement any recommendations made by the Group but will give them due consideration when taking any measure which affects the Scheme.

The Group will focus on four areas in order of priority and will make recommendations to the Pension Trustees as appropriate:

- Consultation with employers
- Negotiation with employers

- Strategic input
- Monitoring

In addition the Group will receive and consider advice and information concerning legislative changes and best practice.

It will also ensure the views of employers are considered together with any member suggestions regarding the Scheme.

The Group is not responsible for dealing with individual enquiries or complaints from churches.

The Group is accountable to and may be dissolved at any time by the BUGB Trustees.

### **Group members**

The Group shall consist of a maximum of 9 members who may be appointed and removed at the sole discretion of the BUGB Trustees.

4 members of the Group shall represent a quorum for the purposes of considering questions in connection with the Scheme.

The Moderator of the Group shall be elected from amongst the members of the Group. Normally, one member of the Group shall be appointed by the BUGB Trustees. Up to two members of the Group shall be appointed by Associations. Up to four members shall be appointed from the participating churches in the Scheme following an employer wide application process. Up to 2 co-options can be agreed by the Group to provide appropriate skills and/or under representation, e.g. Baptist churches in Scotland.

The Group may appoint an individual to be the Group Secretary who shall not be included in the number of 9 members.

Members so elected shall serve for three years, but can be re-elected for up to two further terms and thereafter they shall step down from serving.

The Group may invite any other person to meetings on an ad-hoc basis that they feel can advise them or add value to discussions, however such persons will not have any right to vote.

To avoid a conflict of interest no individual can at one and the same time be a Pension Trustee and a member of the Employers Group except as the Employers Group Representative.

### **Meetings**

The Group will meet at least annually and normally on a quarterly basis to discuss all relevant issues in connection with the Scheme. One of the meetings shall be an annual meeting with the Pension Trustees or their representatives.

Where voting becomes appropriate or necessary each member of the Group shall have one vote on any matter to be determined by the Group and, in the case of an equality of votes, the Moderator shall have a second vote.



Minutes of the meetings shall be kept by the Secretary and circulated to the members of the Group and to the BUGB Trustees.

### **Advice**

The Group may seek advice from any professional adviser it seems appropriate to engage with in carrying out its purposes. Any information and/or advice received by the BUGB Trustees concerning the Scheme shall be passed directly to the Group.

### **Incurring costs**

The Group will only commit authorised expenditure within the budget agreed by the BUGB Trustees and claims for expenses should be submitted to the Finance Manager, Baptist Union of Great Britain for payment, after authorisation by the Moderator.

### **Review of contributions and benefits**

Whilst the Pension Trustees reserve the right to amend the Scheme at any time, any changes would be subject to consultation with the Group before being implemented.

The Group, or a subset of the Group, will negotiate with the trustees regarding the assumptions to be used at a triennial valuation for the purposes of setting future contribution rates into the scheme. The final assumptions and resulting contribution rates will be agreed by both the Pension Trustees and BUGB Trustees, with a recommendation from the Employer Group.

### **Investment and administration of the Scheme**

Investment and Administration advisors could be invited to present details of investment performance and administration results on an annual basis.

The Group shall be consulted with when any change in provider is appropriate. In such circumstances, the Group could make representations to the Trustees in order for its views to be made known.

### **Data Protection Act**

The Group will be mindful of the requirements of the General Data Protection Regulation and will only handle individual member data when this is essential for the proper fulfilment of the Group's Terms of Reference, and when the member's express permission has been granted.

### **Complaints**

Complaints or disputes concerning the Scheme should in the first instance be referred to the Pensions Manager, BUGB for resolution on an informal basis.

Members of the Scheme with a dispute that they are unable to resolve informally may contact the Trustees by writing to the Company Secretary. The complaint will be considered by the Trustees.

It is not expected that the Group will handle or advise on complaint issues but rather to act as signpost for such matters when required.

August 2015. Revised October 2015, and January 2019. Minor Revisions July 2021

# Appendix 10: Terms of reference – BUGB Safeguarding Group

## **Purpose**

The BUGB Trustee Board appoints sub-groups and committees of the main board to oversee specific areas of the work of our Union. The Safeguarding Committee is the body that acts on behalf of the main Board to monitor the work and progress made by the bodies of our Union in enabling our goal of excellence in safeguarding.

The role of the Safeguarding Committee is as follows:

1. To receive and make recommendations to the Board on proposals for the three-year action plans for our excellence in safeguarding work
2. To receive and make recommendations to the Board on proposals for new or updated safeguarding policy for the Union as a whole To receive reports from the General Secretary and National Safeguarding Team on the caseload managed at national level
3. To act as a sounding board for the HR & Safeguarding Manager on safeguarding casework, particularly cases that are high profile in nature or where there is a risk of bringing the Union into disrepute
4. To enable and support the National Safeguarding Team in their work of providing key guidance, advice and support to churches across our Union. This will include ensuring the adequate resourcing of the National Safeguarding Team and the National Safeguarding Contacts Group
5. To ensure that the Union continues to listen and learn in terms of good safeguarding policy and practices so that our national and regional safeguarding staff can provide effective direction and support to our churches

## **Membership**

The membership of the Safeguarding Committee comprises the Moderator of the BUGB Trustee Board, the Safeguarding Trustee and the General Secretary. The term of office will match that of the trustee board role that they undertake and the membership of the group will be reviewed by the main trustee board every three years.

April 2019

# Appendix 11: Trustees' Declaration of Acceptance of the Responsibilities and Conduct of a Charity Trustee of BUGB

## I undertake to:

- be committed to the purpose, objects and values of the Union, (as expressed from time to time);
- be committed to contributing to and sharing responsibility for the Board's decisions;
- understand the importance and purpose of Board meetings, and be committed to preparing adequately for them, attending them regularly and actively participating in discussions, using your skills, knowledge and experience;
- be willing to challenge constructively other Trustees' opinions in discussions, and in response to staff members' contributions at meetings;
- to act reasonably, responsibly and honestly when undertaking duties and performing tasks on behalf of the Union;
- be committed to attending Baptist Union Council meetings, training sessions and other relevant events;
- (subject to any overriding legal binding requirement to the contrary) to respect the sensitive nature and confidentiality of information that I may have access to as a Trustee of the Union and keep confidential the affairs of the Board during my Trusteeship and for the period of 12 months after I cease to be a Trustee;
- ensure the Union is accountable and complies with the law, to include acting in conformity with its objects and rules set out in its Constitution;
- declare all interests I have as required by law, the Constitution or under the Conflicts of Interest policy, and I will comply with any rules requiring me to withdraw from a meeting where this is required because of an interest I have declared;
- fulfil my responsibilities and duties as a Charity Trustee of the Union and under the general law to:
  - act in the best interests of the Union
  - declare any interests I may have in matters to be discussed at Board meetings and not put myself in a position where my personal interest or a duty which I owe to another conflicts with the duties owed to the Union
  - secure the proper and effective use of the Union's property
  - act personally
  - act within the scope of any authority given
  - use the proper degree of skill and care when making decisions, particularly concerning the investment of charity funds
- inform the Moderator of the Board as soon as possible should any changes to my circumstances occur during my Trusteeship, including if:
  - there are any changes to the interests which I have and which I should declare to the Board
  - I become, or cease to be, a Company Director or Charity Trustee of another organisation

- my occupation changes
- I move house
- I become automatically disqualified from acting as a trustee
- I become employed by the Union

Any allegation of a breach of the above undertakings must be made to the Moderator of the Board (and if the allegation is about the Moderator, to the Vice-Moderator).

Any allegation of a breach of the above undertakings may be treated as an allegation of a conduct detrimental to the interests of the charity.

**For the purposes of the Charity Commission and HMRC, I declare that:**

- I am over 18 years of age
- I have not been convicted of an offence involving deception or dishonesty (unless the conviction is spent)
- I am not undischarged bankrupt and do not have an Individual Voluntary Arrangement with creditors
- I have not been previously removed from trusteeship of a charity by the High Court or the Charity Commission or Scottish charity regulator for misconduct or mismanagement
- I am not disqualified from being a Trustee by an order of the Charity Commission under Section 181A of the Charities Act 2011
- I am not under a disqualification order made by a Court under the Company Directors Disqualification Act 1986
- I am not under a Disqualification Order made by the Court under the Criminal Justice and Court Services Act 2000. (As our work involves churches where children are present, a person would be disqualified if they had committed a serious offence against a child).
- I am not subject to an order made under Section 429(2) of the Insolvency Act 1986
- I have not been removed from management or control of any body under Section 34(5)(e) of the Charities and Trustee Investment (Scotland) Act 2005 (or earlier legislation)
- I have not been involved in tax fraud or other fraudulent behaviour misrepresentation and/or identity theft
- I am not known by HMRC to have involvement in attacks against, or abuse of, tax repayment systems.
- I have not used arrangements notified under the Disclosure of Tax Avoidance Schemes (“DOTAS”) rules in Part 7 Finance Act 2004 in respect of which a reference number has been issued under Section 311 of the Finance Act 2004, where the arrangements featured charitable reliefs or which used a charity, and where my tax position has been adjusted by HMRC to wholly or partly remove the tax advantage generated by the arrangements and such adjustments have become final
- I have not used tax arrangements which have been successfully counteracted under the general anti-abuse rules (Part 5 Finance Act 2013 or Section 10 National Insurance Contributions Act 2014 as enacted or amended from time to time) where such counteraction has become final
- I have not been actively involved in designing and/or promoting tax avoidance schemes featuring charitable reliefs or which used a charity, and I am not:

- a promoter named by HMRC under the Promoters of Tax Avoidance Schemes (POTAS) legislation in Part 5 Finance Act 2014, or
  - a promoter of any tax arrangements designed or intended to obtain for any person a tax advantage and such tax advantage has successfully counteracted by HMRC under the general anti-abuse rule (Part 5 Finance Act 2013 and s.10 National Insurance Contributions Act 2014) and such counteraction has become final, or
  - a promoter of arrangements notified under DOTAS, in respect of which a reference number has been issued under s.311 Finance Act 2004, and the tax position of all or any users of the arrangements has been adjusted by HMRC to wholly or partly remove the tax advantage and such adjustments have become final
- I have not made compositions or arrangements with my creditors from which I have not been discharged
  - I will at all times seek to ensure that the charity's funds, and charity tax reliefs received by the Union are only used for charitable purposes

It is normally an offence to knowingly or recklessly provide false or misleading information or to act as a Trustee whilst disqualified unless an application is made to the Charity Commission for a waiver of the disqualification (please refer to the summary of the legal disqualification reasons on the following pages).

Signed \_\_\_\_\_

Date \_\_\_\_\_

Home Address \_\_\_\_\_

Previous Address if moved in past 12 months \_\_\_\_\_

\_\_\_\_\_  
Date of Birth \_\_\_\_\_

National Insurance number \_\_\_\_\_

## SUMMARY OF THE LEGAL DISQUALIFICATION REASONS

You will be automatically disqualified from acting as a trustee if:

You have an unspent conviction for:

- a dishonesty or deception offence disqualified from trusteeship. There is more information about what is meant by this in Annex A
- particular terrorism related offences
- particular money laundering offences
- particular bribery offences
- particular offences under the Charities Act for disobeying a Charity Commission order or direction
- offences for misconduct in public office, perjury, and perverting the course of justice
- attempting, aiding or abetting these offences

You are not disqualified if your conviction is spent.

Other disqualifying reasons

You are disqualified if you:

- are subject to notification requirements under sexual offences legislation, commonly referred to as being on the sex offenders register. If these notification requirements apply to you, you are disqualified by the automatic disqualification rules, even if your offence is spent
- are currently declared bankrupt or are subject to bankruptcy restrictions or an interim order, including an individual voluntary arrangement (IVA) - limited exceptions apply
- are subject to a debt relief order under the Insolvency Act 1986, or a debt relief restrictions order, or interim order, under that Act
- are disqualified from being a company director - limited exceptions apply
- have previously been removed as a trustee, or as an officer, agent or employee of a charity by either the Charity Commission or the High Court due to misconduct or mismanagement
- have previously been removed from a position of management or control of a charity in Scotland for mismanagement or misconduct
- have been found to be in contempt of court for making, or causing to be made, a false statement - limited exceptions apply
- are a designated person under particular anti-terrorist legislation

The disqualifying reasons and the exceptions are set out in full in the disqualifying reasons table (See following pages) .

It is important that you look at these full descriptions to decide if you are disqualified, and to see the limited exceptions that apply. You may need help from a legal advisor to decide whether your circumstances fall within the disqualifying reasons.

## ANNEX A: WHAT A DISHONESTY/DECEPTION OFFENCE IS

These are offences that by definition must include an element of dishonesty or deception.

If you look at the legal definition for these offences, you will see that a person who commits them can only be found guilty if they are found to have acted dishonestly or by deception, such as in proven cases of theft.

Many offences can be committed by using dishonesty or deception, but that is not the same as an offence which must include an element of dishonesty or deception for it to be committed.

For example, a person committing murder may employ deception to lure a victim to a particular place, but deception is not required to prove the offence of murder.

Some examples of offences involving dishonesty or deception are:

- theft
- fraud by false representation
- fraud by failing to disclose information
- obtaining services dishonestly
- obtaining property or services by deception
- evading liability by deception

Some examples of offences which do not involve dishonesty or deception include:

- television licence evasion
- most motoring offences
- assault
- possession of classified drugs
- murder

## A. UNSPENT CONVICTIONS FOR SPECIFIC OFFENCES

Legal disqualifying reason	Legislation (where relevant)	Exceptions and notes
1. Unspent conviction for an offence involving dishonesty or deception	There is more information about what is meant by a dishonesty/deception offence at Annex A in the automatic disqualification guide.	<p><b>A person is no longer disqualified by the automatic disqualification rules if and when their conviction is spent.</b></p> <p>You can use this guidance from the charity <a href="#">Unlock</a> to work out when your conviction becomes spent, and so no longer disqualifies you from being a charity trustee and from holding certain senior manager positions at a charity.</p> <p>You can also look at the <a href="#">Nacro website</a> or at <a href="#">GOV.UK</a> for information about when convictions become spent</p>
2. Unspent conviction for specified terrorism offences	Offences: <ul style="list-style-type: none"> <li>to which Part 4 of the Counter-Terrorism Act 2008 applies; or</li> <li>under sections 13 or 19 of the Terrorism Act 2000 under Part 2 of the Serious Crime Act 2007 (encouraging or assisting) in relation to the offence</li> </ul>	
3. Unspent conviction for a specified money laundering offence	A money laundering offence within the meaning of section 415 of the Proceeds of Crime Act 2002	
4. Unspent conviction for specified bribery offences	An offence under sections 1,2,6 or 7 of the Bribery Act 2010	
5. Unspent conviction for the offence of contravening a Charity Commission Order or Direction	An offence under section 77 of the Charities Act 2011 - contravening a Commission Order or Direction	
6. Unspent conviction for offences of misconduct in public office, perjury, or perverting the course of justice		
7. Unspent convictions for aiding attempting or abetting the above offences	In relation to offences at 1-6 above, an offence of: <ul style="list-style-type: none"> <li>attempt, conspiracy, or incitement to commit the offence</li> <li>aiding, or abetting, counselling or procuring the commission of the offence</li> <li>under Part 2 of the Serious Crime Act 2007 (encouraging or assisting) in relation to the offence</li> </ul>	



## B. OTHER LEGAL DISQUALIFYING REASONS - NON FINANCIAL

Legal disqualifying reason	Legislation (where relevant)	Exceptions and notes
Being on the sex offenders register	Where a person is subject to notification requirements of Part 2 of the Sexual Offences Act 2003, commonly referred to as being on the sex offenders register	<b>Note</b> - If these notification requirements apply to a person, they are disqualified by the automatic disqualification rules even if their offence is spent
Unspent sanction for contempt of Court	Where a person has been found to be in contempt of court for making, or causing to be made, a false statement or making (or causing to be made ) a false statement in a document verified by a statement of truth	A person is no longer disqualified by the automatic disqualification rules if and when the sanction for contempt becomes spent
Disobeying a Commission Order	Where a person has been found guilty of disobedience to an order or direction of the Commission under section 336(1) of the Charities Act 2011	
Being a designated persons (under specific anti-terrorist legislation)	Where a person is a designated person for the purposes of: <ul style="list-style-type: none"> <li>• Part 1 of the Terrorist Asset-Freezing etc. Act 2010; or</li> <li>• The Al Qaida (Asset Freezing) Regulations 2011</li> </ul>	

Legal disqualifying reason	Legislation (where relevant)	Exceptions and notes
Being a person who has been removed from a relevant office	<p>Where a person has been removed:</p> <ul style="list-style-type: none"> <li>• from the office of charity trustee, officer, agent or employee of a charity by an Order of the Commission under s79 of the Charities Act 2011, or earlier relevant legislation, or by a High Court Order, on the grounds of any misconduct or mismanagement in the administration of the charity</li> <li>• under s34(5)(e) of the Charities and Trustee Investment (Scotland) Act 2005, or earlier relevant legislation, from being concerned in the management or control of any body</li> </ul>	
Director disqualification	<p>Where a person is subject to:</p> <ul style="list-style-type: none"> <li>• a disqualification order under the Company Directors Disqualification Act 1986 or The Company Directors Disqualification (Northern Ireland) Order 2002 (SI 2002/3150; (N.I.4)); or</li> <li>• an order made under s429(2) of the Insolvency Act 1986 (failure to pay under a County Court administration order)</li> </ul>	<p><b>Exception</b> - There is no disqualification if the court <b>has granted leave for a person to act as director of the charity</b> (as described in section 180 of the Charities Act 2011)</p>

### C. OTHER LEGAL DISQUALIFYING REASONS – FINANCIAL

Legal disqualifying reason	Legislation (where relevant)	Exceptions and notes
Insolvency	<p>Where a person is:</p> <ul style="list-style-type: none"> <li>• an undischarged bankrupt</li> <li>• subject to any of the following: <ul style="list-style-type: none"> <li>○ an undischarged sequestration Order</li> <li>○ a bankruptcy restrictions Order</li> <li>○ an interim Order</li> <li>○ a moratorium period under a debt relief Order under Part 7A of the Insolvency Act 1986</li> <li>○ a debt relief restrictions Order or an interim Order under Schedule 4ZB to the Insolvency Act 1986</li> <li>○ Where a person has made a composition or arrangement with, or granted a trust deed for, their creditors and has not been discharged in respect of it</li> </ul> </li> </ul>	<p><b>Exception</b> - There is no disqualification for these reasons if the charity concerned is a company or CIO and leave has been granted under s11 of the Company Directors Disqualification Act 1986 (undischarged bankrupts) for a person to act as director of the charity (s180 Charities Act 2011).</p>

## Appendix 12: Trustee's Declaration of Interest, Gifts and Hospitality Form

I ..... as a Trustee or Senior member of staff for the Baptist Union of Great Britain have set out below my interests in accordance with the organisation's conflicts of interest policy.

Category	Please give details of the interest and whether it applies to yourself or a member of your immediate family, connected persons or another close personal connection
Current employment and any previous employment in which you continue to have a financial interest.	
Appointments (voluntary or otherwise) e.g. trusteeships, directorships etc.	
Membership of a Baptist church or other Baptist organisation.	
Membership of any professional bodies or special interest groups or in the past 4 years an officer, councillor or elected member of a public body.	
Gifts or hospitality offered to you by external bodies and whether this was accepted in the last twelve months.	
Member of Baptist Church with a loan from the Baptist Union Loan Fund.	
Any other conflicts or material interests that are not covered by the above.	

To the best of my knowledge, the above information is completed and correct. I undertake to update as necessary the information provided, and to review the accuracy of the information on an annual basis. I give my consent for it to be used for the purposes described in the conflicts of interest policy and for no other purpose.

Signed.....

Dated.....

Trustee of the Baptist Union of Great Britain

## Appendix 13: BUGB Policy – Conflict of Interest

This policy applies to the Trustees, Specialist Team Leaders, People Support & Safeguarding Manager and Legal Services Manager of the Baptist Union of Great Britain (BUGB) and sets out guidelines and procedures for identifying, monitoring and managing actual and potential conflicts of interest. References to ‘conflicts’ or ‘conflicts of interest’ in this policy include actual and potential conflicts of interest.

Trustees should familiarise themselves with the Charity Commission publication, *Conflicts of Interest: A Guide for Charity Trustees (CC29)*.

### **Why we have a policy**

BUGB is a registered charity which is governed by a Constitution. The Trustees of BUGB are Charity Trustees and they have a legal obligation to act in the best interests of the charity and in accordance with its governing document. The Trustees must avoid situations where there may be a potential conflict of interest. Each Trustee’s legal duty to act only in the best interests of the charity means in practice that individual Trustees who fail to declare any conflicts of interest will fail to comply with their Trustee duties.

All Charity Trustees occupy a fiduciary position that demands high standards of trust and confidence beyond simple honesty and good faith. A Charity Trustee owes an obligation of undivided loyalty to the beneficiaries of the charity and to the charity itself.

Key components of the primary obligation of undivided loyalty include:

- A Charity trustee’s duty not to place themselves in a position where they have, or may have, an interest that conflicts with their duty as a Charity trustee (the “no-conflict” rule)
- The rule that Charity Trustees must not make a profit from their position as a Charity Trustee (the “no-profit rule”)

These two rules are distinct but closely connected. Any potential for a Charity Trustee to profit from their position, or to have their ability to act in the best interests of the charity influenced by conflicting loyalties, must be properly managed.

The Charity Commission considers it good practice to implement a policy setting out the procedures the Trustees have adopted to enable conflicts to be identified and managed.

Conflicts of interest may arise where an individual’s personal or family interests conflict with those of BUGB, for example:

- A member of their family
- Another person connected to them (e.g. spouse, child, or person in a partnership arrangement)
- An organisation which employs them
- Another charity of which they are a charity trustee
- Another body which has appointed them as a charity trustee of the charity

Such conflicts can create problems by:

- inhibiting free discussion
- resulting in decisions that are not in the best interests of BUGB
- risking creating the impression that BUGB has acted improperly.

The aim of this policy is to protect both BUGB and the Trustees involved from any appearance of impropriety.

### **The Declaration of Interests, Gifts and Hospitality Form**

Before their appointment, all potential Trustees will be required to complete the Declaration of Interests, Gifts and Hospitality form:

- listing any personal interests or positions that may potentially give rise to a conflict of interests
- confirming that they are not aware of any conflict, other than those already disclosed, that exists between their role and their personal circumstances or other interests
- confirming that they will update the form annually, or sooner if any changes occur
- confirming that they will declare any conflict that arises in the future.

Where prospective Trustees are likely to be subject to serious or frequent conflicts of interest the existing Trustees will consider whether that Trustee should be appointed.

Existing Trustees are also asked to declare their interests and any gifts or hospitality received in connection with their role in BUGB. The Declaration of Interests, Gifts and Hospitality form should be used for this purpose, which lists the type of interests that you should declare.

You will be asked to update your Declaration on an annual basis but you should also declare any material changes as they occur. If you are not sure what to declare please err on the side of caution; the Moderator can be contacted to answer any questions or for confidential guidance.

Interests and gifts will be recorded on BUGB's Register of Interests, Gifts and Hospitality, which will be maintained by the Moderator.

### **Data protection**

The information provided for the Declaration of Interests, Gifts and Hospitality Register will be processed in accordance with Data Protection Principles as set out in the Data Protection Act and the BUGB Data Protection Policy. Data will be processed only to ensure that Trustees act in the best interests of BUGB. The information provided will not be used for any other purpose.

### **Handling a conflict of interest**

If a Trustee has a perceived or real conflict of interest they should:

- declare the interest at the earliest opportunity
- consider withdrawing from discussions and decisions relating to the conflict unless the Board considers that it is not necessary for the Trustee to do so.

The first item on the agenda of each Trustee Board Meeting will be a standing item requiring all Trustees attending the meeting to declare any conflicts of which they are aware that

relate to the agenda. If a Trustee considers that they have an actual or potential conflict they should inform the Moderator as soon as possible but no later than the start of the meeting at which the relevant matter is on the agenda. If a Trustee considers that another Trustee has an actual or potential conflict that has not been declared they should inform the Moderator at the start of the meeting.

The Moderator will inform the Trustees of any conflict declared. The non-conflicted Trustees will then:

- assess the nature of the conflict
- assess the risk or threat to Trustee decision making
- decide whether the conflict is non-trivial (i.e. it is material or has the potential to be detrimental to the conduct or decisions taken by the Trustees) and
- decide what steps to take to avoid or manage the conflict.

The conflicted Trustee must not take part in this discussion or decision and will not be counted when determining whether the Trustee meeting is quorate at this point. If the non-conflicted Trustees consider that the declared conflict is trivial, they may agree that the conflicted Trustee may continue to participate in discussions and the decision-making process. If the non-conflicted Trustees consider that the conflict is non-trivial they will determine what action is appropriate in light of the nature and extent of the conflict.

In the event of the Board having to decide upon a question in which a Trustee has an interest, all decisions will be made by vote with a simple majority required. A quorum must be present for the discussion and decision; interested Trustees will not be counted when deciding whether the meeting is quorate. Interested Trustees may not vote on matters affecting their own interests and may be excluded from discussions to avoid inadvertently influencing the non-conflicted Trustees.

All decisions under a conflict of interest will be recorded by the Moderator and reported in the minutes of the meeting. The report will record:

- the nature and extent of the conflict
- an outline of the discussion
- the actions taken to manage the conflict.

The Moderator will take care to ensure that minutes or other documents relating to the item presenting a conflict are appropriately redacted for the person facing the conflict. A balance needs to be struck to ensure that the Trustee still receives sufficient information about the activities of BUGB generally without disclosing sensitive information that could place the Trustee in an untenable position.

Where a Trustee benefits from the decision this will be reported in the Annual Report and accounts in accordance with the current Charities SORP.

May 2017



## Appendix 14: Scheme of Delegation / Approval Matrix

Item	Level 1	Level 2	Level 3	Level 4
<b>Finance</b>				
Lease Agreements	Under £50k Treasurer	Over £50k Trustee Board		
Taking a mortgages or Charges on own Property	Trustee Board			
Taking out Loans	Trustee Board			
Making Loans to other organisations	Up to £50k Treasurer	Over £50k Trustee Board		
Paying Grants to Organisations (other than formula-based grants to associations)	Up to £75k & within Budget, Budget Holder	Up to £10k SSTL/ Gen Sec	Up to £50k Treasurer	Over £50k Trustee Board
Paying Grants to Individuals	Up to £1k 2 Team Leaders	Up to £10k SSTL/Gen Sec	Over £10k: Treasurer	
Making Payments to 3rd Parties	Up to £50k Finance Manager	Up to £250k SSTL	over £250k to £1m Treasurer	Over £1m Trustee Board
Moving funds between BUGB bank accounts / cash funds	Up to £500k Finance Manager	Up to £2m SSTL	Over £2m Treasurer	
Change to Investments	Individual Investment: Treasurer	Overall Policy: F&A Committee		
Approval of invoices for payment	Up to £20k & within Budget, Budget Holder	Up to £50k SSTL	Over £50k Treasurer	
Bad Debt Write-Off	Up to £10k SSTL	Over £10k Treasurer		
Approval of Corporate Credit Card & Credit Card Limits	SSTL			
Capital Expenditure (other than purchase of Staff Housing)	Up to £20k & within Budget, Budget Holder	Up to £50k SSTL	Up to £250k Treasurer	Over £250k Trustee Board
Purchase of Staff Housing - agreement of budget	F&A Committee			
Purchase of Staff Housing - agreement to make offer (within agreed budget)	SSTL			
<b>Purchasing</b>				
Signing of Contracts / Issue of Purchase Order	Up to £20k & within Budget, Budget Holder	Up to £50k SSTL	Up to £250k Treasurer	Over £250k Trustee Board

Item	Level 1	Level 2	Level 3	Level 4
Ordering Mobile Phones, Mobile Contracts & IT Equipment	SSTL			
<b>Employees / Staff</b>				
Role Creation - Permanent (including Salary Band)	Non-STL roles, within budget Gen Sec	STL roles or out of budget Trustee Board		
Role Creation - Temporary (including Salary Band) (less than 6 months)	Gen Sec			
Offer of Employment to Candidate based on approved role (Inc Pay & Reward)	Head of HR			
Redundancy	Individual redundancy Gen Sec	Multiple redundancies Trustee Board		
Settlement Agreements	Gen Sec / SSTL			
Annual Pay Review	Trustee Board (on recommendation of Remuneration Committee)			
Individual Pay Review (Outside of Annual Cycle)	In Budget & less than 5% Gen Sec	Over 5% or outside budget Remuneration Committee		
Exceptional Payment to Staff member	Up to £2k Gen Sec	Over £2k Remuneration Committee		
Loans to Employees	Treasurer			
<b>Governance</b>				
Appointment of Trustees	Council			
Appointment of Treasurer	Assembly			
<b>Governance</b>				
Appointment of General Secretary	Assembly			
Appointment of Auditors	Assembly			
Taking Legal Advice	Legal Services Manager			
Taking Legal Action	Trustee Board			
Lease Agreements	Under £50k Treasurer	Over £50k Trustee Board		
Taking a mortgages or Charges on own Property	Trustee Board			
Taking out Loans	Trustee Board			

Item	Level 1	Level 2	Level 3	Level 4
Making Loans to other organisations	Up to £50k Treasurer	Over £50k Trustee Board		
Paying Grants to Organisations (other than formula-based grants to associations)	Up to £75k & within Budget, Budget Holder	Up to £10k SSTL/ Gen Sec	Up to £50k Treasurer	Over £50k Trustee Board
Paying Grants to Individuals	Up to £1k 2 Team Leaders	Up to £10k SSTL/ Gen Sec	Over £10k: Treasurer	
Making Payments to 3rd Parties	Up to £50k Finance Manager	Up to £250k SSTL	over £250k to £1m Treasurer	Over £1m Trustee Board
Moving funds between BUGB bank accounts / cash funds	Up to £500k Finance Manager	Up to £2m SSTL	Over £2m Treasurer	
Change to Investments	Individual Investment: Treasurer	Overall Policy: F&A Committee		
Approval of invoices for payment	Up to £20k & within Budget, Budget Holder	Up to £50k SSTL	Over £50k Treasurer	
Bad Debt Write-Off	Up to £10k SSTL	Over £10k Treasurer		
Approval of Corporate Credit Card & Credit Card Limits	SSTL			
Capital Expenditure (other than purchase of Staff Housing)	Up to £20k & within Budget, Budget Holder	Up to £50k SSTL	Up to £250k Treasurer	Over £250k Trustee Board
Purchase of Staff Housing - agreement of budget	F&A Committee			
Purchase of Staff Housing - agreement to make offer (within agreed budget)	SSTL			
<b>Purchasing</b>				
Signing of Contracts / Issue of Purchase Order	Up to £20k & within Budget, Budget Holder	Up to £50k SSTL	Up to £250k Treasurer	Over £250k Trustee Board
Ordering of Mobile Phones, Mobile Contracts & IT Equipment	SSTL			
<b>Employees / Staff</b>				
Role Creation - Permanent (including Salary Band)	Non-STL roles, within budget Gen Sec	STL roles or out of budget Trustee Board		

Item	Level 1	Level 2	Level 3	Level 4
Role Creation - Temporary (including Salary Band) (less than 6 months)	Gen Sec			
Offer of Employment to Candidate based on approved role (Inc Pay & Reward)	Head of HR			
Redundancy	Individual redundancy Gen Sec	Multiple redundancies Trustee Board		
Settlement Agreements	Gen Sec / SSTL			
Annual Pay Review	Trustee Board (on recommendation of Remuneration Committee)			
Individual Pay Review (Outside of Annual Cycle)	In Budget & less than 5% Gen Sec	Over 5% or outside of budget Remuneration Committee		
Exceptional Payment to Staff member	Up to £2k General Secretary	Over £2k Remuneration Committee		
Loans to Employees	Treasurer			
<b>Governance</b>				
Appointment of Trustees	Council			
Appointment of Treasurer	Assembly			
<b>Governance</b>				
Appointment of General Secretary	Assembly			
Appointment of Auditors	Assembly			
Taking Legal Advice	Legal Services Manager			
Taking Legal Action	Trustee Board			

### Notes

- 1) The approver's line manager can approve in the absence of the normal approver. Moderator of Trustees can approve in the absence of the Treasurer. Treasurer can approve in the absence of the Support Services Team Leader
- 2) Approval is cumulative. - i.e. a level 3 approval needs the level 1 and level 2 approval as well as the level 3 approval.
- 3) Where the approver is a potential beneficiary (e.g. their credit card or mobile phone) approval moves to their line manager.
- 4) There is a separate scheme of Delegation for Baptist Union Corporation.

## Appendix 15: BUGB Trustee Board Effectiveness Review

### WHAT IS THIS PROCESS FOR?

Thank you for taking time to reflect upon your role as a member of the BUGB Trustee Board. In this role, your contribution has a direct and lasting impact on the direction and success of our Union, and your input to the work of the Board is greatly valued.

This audit process provides a simple and structured way for each Board member to consider your own skills, knowledge and experience and how you can best use these to contribute to the work of our Union.

There are three sections: Parts 1 and 2 are about your own contribution to the Board, and Part 3 asks for your perspective on the way in which the Board works collectively.

### HOW WILL THE PROCESS WORK?

The results from this annual Board Effectiveness Review will be presented to the BUGB Trustee Board at the December Board meeting each year.

Six weeks before this meeting, the form will be sent out to each of the Trustees. Between week 4 and 6 prior to the Board meeting, the Moderator will arrange to have a discussion with each of the Trustees about their completed form, with the Vice-Moderator discussing the Moderator's form. The results will be consolidated and reviewed at the December Trustee Board meeting.

A summary of the Board Effectiveness Review will be included in the BUGB Annual Report.

## Getting started

It would be most helpful if you could provide some basic information in the boxes below. Throughout this document each box will expand if you choose to type your notes directly in to the document.

Your name:	
Your role on the Board:	
Other formal roles held in other Union organisations:	
Length of time as a BUGB trustee:	
When are you due for re-election or to finish your time as a trustee?	
If you are a new trustee, have you completed your induction training programme?	

In order to help us monitor our performance and fulfil our commitment to diversity as expressed in the Governance Report resulting from the Futures Process, please complete the following table:

Please Indicate:	
• Lay / ordained	
• Gender	
• Ethnic Origin	
• Age range (18 – 30) (31 – 45) (46 – 60) (61 and over)	
• Disability	
• Geography	
• Church / Association / College	
• Theological Approach	

#### PART 1 — MY SKILLS, KNOWLEDGE AND EXPERIENCE — A 'SELF-ASSESSMENT'

'Self-assessment' refers to you making judgments about your own achievements and skills. It is a tool to help you stand back and reflect on where you are now and can assist in considering future development.

Competencies are things you can do — which are acquired through work experience, life experience, study or training. They can include knowledge, attitudes, skills, work values, or personal values. Some competencies you have can be used in all aspects of life — they are transferable. It is important for you to assess what you feel you are competent in and therefore what you can contribute in your role as a Board Member.

The following competencies have been grouped under four headings with definitions for each category and each competence sub-category.

**Please read through each definition and then indicate your level of skill/experience against each one.** You should think about this in terms of your Board/Committee role and improvement and development of each area — which areas are you comfortable and confident with and which do you find more challenging?



Please use the following levels:

1	Learner	I have very little knowledge or understanding and would need support to contribute to discussions
2	Developer	I have some basic knowledge or understanding, so am able to make relevant contributions occasionally to discussions
3	Contributor	I have good knowledge and understanding, so am able to contribute fully to debates
4	Senior contributor	I have significant knowledge and/or expertise, so am able to lead debates and discussions confidently and competently,

We hope that your time as a BUGB Trustee will add to your range and level of skills and experience. There is a chance for each area to indicate if this is something where you believe that additional training or support would help you to make a greater contribution to the Board.

Part 1 – My skills, knowledge and experience

SPECIFIC AREAS OF EXPERIENCE	PLEASE PROVIDE MORE DETAIL IF HELPFUL, INCLUDING RECENT LEARNING OR EXPERIENCE	1 Learner	2 Developer	3 Contributor	4 Senior	Training need
Modelling our Union vision and values		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Previous experience as a charity trustee & governance		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaborative working, listening & influencing		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Campaigning for change		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing change		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resolving conflict		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accounting, finance & IT						

SPECIFIC AREAS OF EXPERIENCE	PLEASE PROVIDE MORE DETAIL IF HELPFUL, INCLUDING RECENT LEARNING OR EXPERIENCE	1 Learner	2 Developer	3 Contributor	4 Senior	Training need
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Generating income		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HR and people management		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Property matters		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing projects		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leading organisations		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal expertise		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing and communications tools		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SPECIFIC AREAS OF EXPERIENCE	PLEASE PROVIDE MORE DETAIL IF HELPFUL, INCLUDING RECENT LEARNING OR EXPERIENCE	1 Learner	2 Developer	3 Contributor	4 Senior	Training need
Managing multiple stakeholders		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Research and writing		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service excellence/customer care		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safeguarding		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic planning		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## PART 2 — MY ROLE AS A BOARD MEMBER

10 ways to describe my role as a Board Member:

1. **Advisory**            Providing expert advice and knowledge to help the organisation make decisions and carry out its work
2. **Regulatory**        Keeping a close eye on how the organisation complies with its legal and other requirements
3. **Democratic**        Taking particular interest in different stakeholders, to help give the organisation direction and ensure they're brought into the governance debate
4. **Educational**        Stimulating debate, learning and sharing of expertise
5. **Participatory**      Seeking and supporting the voices of users of its services in decision-making
6. **Networking**        Being an ambassador, promoting the organisation and bringing in important contacts
7. **Involving**            Motivating and developing Board Members
8. **Visionary**            Bringing passion to the vision and aims of the organisation and inspiring others to be motivated
9. **Leader**                Steering the organisation in the right direction
10. **Supporter**         Providing support to the staff and volunteers in the organization

Using the above definitions, please complete questions 1 – 3:

1. Which of the above best describes me? <i>(select up to 3)</i>

2. Which of the above least describes me? *(select up to 3)*


3. Which of the above are my priorities for development? *(select up to 3)*


### PART 3 – MY VIEW OF THE WAY IN WHICH THE TRUSTEE BOARD OPERATES

As part of the review of how we work together, it would be helpful to understand your perspective on the following questions about the work of the whole Board. We will take time to discuss these issues in more depth when we meet.

#### Overall Board performance and effectiveness

How do you view the overall health of our Union?

How effective is the Board and could we improve the working of the Board of Trustees?

How effective is the Board at hearing God's voice and being obedient to His direction?

What do you feel have been your main contributions to BUGB as a trustee?

Are your expertise and experience being used effectively by our Union?

How do you view your working relationship with fellow trustees?

How do you view your working relationship with the Moderator of the BUGB Trustee Board and the General Secretary?

## Overall Board performance and effectiveness

1. How do you view the Board's communication with other Baptist bodies (e.g. CLT & Council)
2. Are there any particular projects or areas in which you would like to be more involved?
3. How satisfied do you feel with your contribution to the Board and the work of our Union and is there anything we could do further to encourage inclusive and accurate decision making?
4. Do you think that the Board provides oversight, direction and constructive challenge to the charity and its staff?
5. Can you identify any further training or visits that would help you in your trustee role?
6. Do you have any points you would like to raise for discussion?
7. Do you believe that any elements of this review need to be changed for the future?

Thank you for your input and reflection on these important areas. The Moderator will discuss these with you as we continue to work together to the benefit of our Union.

## Appendix 16: Trustee Board Agenda – Standard Items

### Trustee Board - Meeting Structure / Agenda

Item	Detail	Provided By	Notes
<b>Every Meeting:</b>			
Declaration of Interests		Governance Administrator (GA)	For confirmation/ correction
Action Log from previous meetings		GA	For information
Projects & Priorities		Gen Sec	
Risk Register	Narrative Summary for top 6 risks as part of F&A report	SSTL	For information and discussion
Safeguarding Case Report To Safeguarding Trustee.		Summary provided by HR Manager	
Minutes of Finance & Audit		GA	
Reports from Team Leaders of: Faith and Society Team Ministries Team Support Services Team HR & Safeguarding Team		STLs & Gen Sec	
Baptist House Ltd	As part of SSTL Report	SSTL	Update
Reflection on discussions, are they in line with BUGB Values?	After AOB every meeting	Verbal discussion	As per Governance Review Document
<b>At certain meetings:</b>			
Report from Baptist Pension Scheme Employers' Group	As required	Moderator of Group/ Treasurer	
Pensions amendments etc	As required		For approval
Review of other Policies	As due for review, according to the policies register	SSTL GA	Register to be reviewed regularly
Benchmarking	As necessary		
Reappointment of Treasurer	1 per year (before March council)	Moderator	For approval
Annual Accounts	After recommendation by F&A (May meeting)	Finance Team/Auditors	For approval
Standard Stipend	After recommendation from F&A (usually May)	Treasurer	For approval
Safeguarding Policy	May	HR Manager	Review & reaffirm



<b>Item</b>	<b>Detail</b>	<b>Provided By</b>	<b>Notes</b>
BUC AGM	Notice minimum of 14 days in advance. In May	BUC Moderator/ BUC Secretary	BUC Moderator chair
Minutes of Remuneration Group	September	HR Manager	Salaries for approval
Review of Conflict of Interest Policy	September	Moderator	
Legal Update Report from Anthony Collins	September	Anthony Collins Solicitors / CS	For information
Reappointment of Auditors	September	Moderator	For approval
Budget	December	Finance Director / Finance Manager	For approval
Board Effectiveness Review	December	Moderator	Following Completion of Board Effectiveness Review by each Trustee
Complaints received report	December	HR Manager	Complaints procedure is on the website under General Secretary
Skills Matrix	December	GA	
Identification of Vacancies/ skills required for reappointment of Trustees for the following September	December. Then to Nominations Committee	Moderator	
Auditors to attend meeting	December	GA	Information sharing
Chair of Pension Trustees	December	GA/Chair	For sharing information
Trustee Training	Usually December	Usually from Anthony Collins Solicitors	

# Appendix 17: Acronyms / Glossary

## BUGB PEOPLE

### In-house

- GS General Secretary
- STL Specialist Team Leader
- SSTL Support Services Team Leader
- F&S Faith & Society

### Associations (See later for Regional Associations)

- BT Baptists Together (In the past this has been used to refer to Baptist Times)
- RTL/RMTL Regional Team Leader/Regional Minister Team Leader
- RM Regional Minister
- AC Regional Admin Contact
- AT Association Treasurer
- AM Association Moderator

## MEETINGS

- ATL All Team Leaders (association/specialist/college principals)
- CLT Core Leadership Team
- ADT Assembly Development Team
- MRC Ministerial Recognition Committee (Ministries)
- BTSP Baptists Together Settlement Process (Formerly NST: National Settlement Team – Pairing Ministers with Churches requiring a new Minister)

## GROUPINGS/ORGANISATIONS

### Internal

- BUC Baptist Union Corporation Limited
- BULF Baptist Union Loan Fund
- JWG Joint Working Group

### Ministries

- CMD Continuing Ministerial Development
- FAM Fully Accredited Minister
- MIT Minister in Training
- NAM Newly accredited minister
- PVL Pastoral vacancy list
- RSC Residential Selection Committee

### Baptist related Organisations

- BHF Baptist Holiday Fellowship (Closed)
- BBF Baptist Building Fund (now Baptist Building CIO)
- BSBS Baptist Strategy Building Scheme
- RBMHO Retired Baptist Ministers Housing Organisation (Formerly RBMHS)
- BHL Baptist House Limited
- BURG Baptist Union Retreat Group (formed 1988. Separate but in fellowship with BT)

## OTHER BAPTIST ORGANISATIONS

- CMCS Churches Ministerial Counselling Service
- JPIT Joint Public Issues Team (a partnership between the Baptist Union of Great Britain, the Methodist Church, and the United Reformed Church)
- EBF European Baptist Federation
- CYF Children, Youth & Families
- BUEN Baptist Union Environment Network
- Baptist Adoption Agency Active from 1948 to 1970. Became Spurgeon's Homes Adoption Society
- BSG Baptist Steering Group. Duties largely taken over by the CLT in 2020.

## FINANCE

- ACAT Association of Church Accountants and Treasurers
- CFG Charity Finance Group
- CPI Consumer Price Index
- fta rate Free Trade Agreement
- LIBOR The London Interbank Offered Rate
- MKS Moore Kingston Smith – BUGB Auditors
- RPI Retail Price Index
- SIP Statement of Investment Principles
- SOFA Statement of Financial Activities
- SONIA Sterling Overnight Index Average

## PENSIONS

- BBS Former name for Broadstone Consultants and Actuaries Ltd – Pension administrators
- BPTL Baptist Pension Trust Limited
- BPS Baptist Pension Scheme
- BWCI Pension Scheme advisers (Burgess Salmon are the lawyers)
- DCDA Double Cessation Debts Arrangement
- DDA Deferred Debt Arrangement
- DRC Deficit Recovery Contribution
- EG Employers' Group
- FAA Flexible Apportionment Arrangement
- LCP The company that used to administer the scheme

## OTHER ACRONYMS USED

- ACS Anthony Collins Solicitors
- CC Charities Commission
- CIO Charitable Incorporated Organisation
- CTE&I Churches Together in England and Ireland.
- SSM Same Sex Marriage
- IICSA Government Safeguarding Hearing in 2020. Baptist report to come out 2021
- SACRE Standing Advisory Councils for Religious Education
- 5Q Training Report

## BAPTIST ASSOCIATIONS:

CBA	Central
EBA	Eastern
EMBA	East Midlands
HEBA	Heart of England
LB	London Baptists (formally LBA)
NBA	Northern Baptist Association
NWBA	North Western Baptist Association
SCBA	Southern Counties
SEBA	South Eastern Baptist Association
SWBA	South West (or SWeBA)
SWaBA	South Wales
Webnet	West of England (from 2020. Was WEBA)
YBA	Yorkshire
CG	Cluster group (SWBA, WEBA & Wales)

## THANKQ (BUGB database terminology – doesn't usually appear in Trustee Minutes)

ADM	Assoc Admin Contact
CHP	Chaplain
DPS	Designated person for Safeguarding
HMR	Home Mission Rep
OOP	Out of Pastorate
MWP	Minister without portfolio
RRM	Regionally Recognised Minister
SEC	Church Secretary
TRE	Church Treasurer
FA	Fully Accredited
CF	Child & Family Worker
EV	Evangelist
M	Minister
PN	Parish Nurse
YS	Youth Specialist
M	Ministerial
App	Applicant
IS	In Selection
IT	In Training
NA	Newly Accredited
EV	Evangelist
M	Minister
YS	Youth Specialist
NR	Nationally Recognised
Pa	Pastor
Pr	Preacher
PaA	Pastor Applicant
PrA	Preacher Applicant



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