

# Structure, Governance and Management

The Baptist Union of Great Britain (the Union) is a Charitable Incorporated Organisation (CIO), consisting of the Baptist churches, regional associations of the churches, colleges, other Baptist organisations and a small number of personal members who affirm the Baptist Union Declaration of Principle and are 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. The Union registered as a CIO with the Charity Commission on 2 January 2019. 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.

The full constitution of the Union can be found at [www.baptist.org.uk/constitution](http://www.baptist.org.uk/constitution). The unincorporated association charity will be retained to ensure the Union 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 by appointing the CIO as the sole trustee of the unincorporated association.

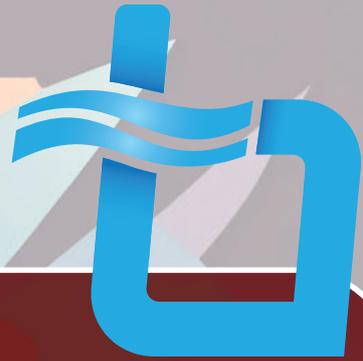
## Baptist Assembly

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 elected by Baptist Union Council is affirmed, new General Secretaries are appointed, and any constitutional changes are voted upon.

The 2022 Assembly was held at the Bournemouth International Centre on 14 and 15 May, during which Hayley Young was inducted as President.





## Baptist Union Council

The Baptist Union Council usually meets twice per 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.

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



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).

## Memberships and Associations

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

- Baptist World Alliance
- European Baptist Federation
- Fellowship of Baptists in Britain and Ireland
- Free Churches Group
- Churches Together in England
- Churches Together in Britain and Ireland
- The Conference of European Churches
- World Council of Churches
- Joint Public Issues Team (JPIT)
- The United Board which commends ministers to armed forces chaplaincy
- Church Investors Group
- Christian Aid
- Churches Legislation Advisory Service

**Safeguarding Committee** 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.

## Trustee Board

The Trustee Board comprises a Moderator (Chair), the General Secretary, the Treasurer and up to nine other persons. The Trustees oversee the Baptist Union charity, 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.

Our Trustees are unpaid, except the General Secretary as detailed in note 11 to the financial statements, where details of Trustees' expenses are also disclosed. To help the Trustee Board with governance of the charity, sub-committees have been put in place by the Trustees.

Following a governance review in 2017 the Trustees agreed to adopt the Charity Governance Code in full and produced a Trustee Board Governance Handbook incorporating this. During 2021 the Governance Handbook was updated to reflect the revised Charity Governance Code published in 2020. The Governance Handbook can be found at [www.baptist.org.uk/governancehandbook](http://www.baptist.org.uk/governancehandbook)

**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.

**Core Leadership Team (CLT)** is a gathering of national and regional leaders who aim to discern what God is saying to us, build relationships and encourage the flourishing of our Movement.

## Recruitment of Trustees

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 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.

## Induction and Training of Trustees

New Trustees are usually familiar with many aspects of the Union's work prior to appointment. All Trustees receive an induction into the work of the Union by meeting senior staff and being advised of the general nature of their work.

They receive financial statements and other relevant documentation including a copy of the Charity Commission's publication CC3, *The Essential Trustee*. Formal training on financial matters is provided as appropriate. Our Governance Handbook is provided to all new Trustees. Trustees also receive training from time to time as a group and individuals to address any skills gaps identified.

## Principal Risks and Uncertainties

All significant activities undertaken are subject to a risk review. Risks are identified, recorded in a risk register and ranked in terms of their potential significance and probability and then classified into Red, Amber and Green, with Red being the most severe. The risk register is reviewed by the Finance and Audit Committee and Trustees, with Red Risks reviewed at every meeting and a full review carried out annually.

Red risks and the plans and strategies for managing them are:

**(i) Sexuality and diversity issues.** There are strongly held and often divergent views across Baptists Together. In 2022 this has focussed on the Ministerial Recognition Rules in relation to the definition of marriage. Council has responded to a request to remove the explicit mention of marriage being between a man and a woman in the Ministerial Recognition Rules by instigating a consultation process with all members of the Union. This will be launched in 2023 before coming back to Council for a decision. A number of churches and associations have facilitated conversations to enable discussion and reflection on the biblical and pastoral implications of such a change.

**(ii) Safeguarding of children and adults at risk.** Focus on this area continues to ensure that the Baptist denomination provides a framework of best practice for protecting those who attend or come into contact with our churches and other bodies. A model safeguarding policy and procedures for churches are available, with advice and support from regional and national safeguarding leads. Face to face safeguarding training is now running in all associations at Levels 1, 2 and 3.

A three year safeguarding plan is in place and reviewed annually by Trustees.

**(iii) Significant numerical decline.** The numerical decline of members of our churches continues to be experienced for Baptists as with other historic denominations in the UK. To mitigate or reverse the decline, we are encouraging effective partnership working and vision casting. This includes pioneering mission, discipleship, younger leaders and embracing adventure through our values, communications, strategic working and investment of resources.

**(iv) Ineffective operation of collaborative leadership and working across Baptists Together, including lack of a common vision.** We continue to work together to make our vision, values, key areas of work and current priority areas more deeply embedded among us. Following Council's decision at the end of 2019 to adopt a different approach to collaborative leadership across Baptists Together the Core Leadership Team was created. Council asked the Core Leadership Team to fulfil the role of perceiving what is happening across the life of our Movement and nurture collaborative, partnership working to align action and resources towards our common aims. At the same time, Council tasked the Trustees with the continuing work of stewarding the Baptist Union of Great Britain as a charity. During the pandemic the Core Leadership Team met weekly online and agreed a pattern of regular meetings for 2022 and beyond which includes online and in-person meetings.

**(v) Recruitment of ministers**, which may not match demand from churches. We continue to monitor the balance of supply and demand for ministers through the settlement process, overseen by the Ministries Team. Following the pandemic there has been a decrease in the number of churches which can afford either full time or part time ministry. The Ministries Team Co-Leaders are shaping a variety of ways to promote and encourage ministerial formation, following a discussion at Core Leadership Team in January 2023. The appointment of a Younger Leaders' Development Coordinator in March 2022 has increased our connection with interns and young leaders and provides an opportunity to encourage younger adults to consider accredited ministry.

**(vi) Affordability of ministerial training** if Baptist colleges can no longer sustain training for ministry at affordable cost. Following a review of funding for training in October 2021 Baptist Union Council approved a set of new measures to provide financial support to ministers in training. The pilot scheme, launched in 2022, to offer loans at a favourable rate for college fees, has now been extended so that anyone training for Baptist ministry may apply.

**(vii) One or more regional associations becomes unviable.** If one or more of our regional associations is unable to sustain their operations within the funding available to them, this could compromise the viability of the operating model of Baptists Together. During 2021 we initiated a review of the financial model of Baptists Together. The first phase report went to Baptist Union Council in March 2022 and it is anticipated that this process will continue into 2023.

**(viii) Inability to recruit sufficient suitably skilled Trustees.** Overseeing the operation of a complex charity like the Union requires Trustees with considerable skills and expertise. Without suitable Trustees in place there is a significant risk of a failure of governance. The Key Roles Nomination Team is working to identify suitable candidates, including by public advertising and we are considering how to make the roles attractive to suitable candidates. A new Moderator has been appointed during 2022 and a candidate Treasurer has been identified to replace the current Treasurer who will step down in 2023. As a result, this risk has reduced in likelihood in the last year.

**(ix) Inability to obtain adequate insurance for our activities at a viable price.** In recent years we have experienced increasing challenges in obtaining professional indemnity insurance with premiums increasing substantially. We continue to work with our brokers to obtain cost-effective insurance and have amended our renewal dates to a time of year when we believe the insurance industry will have more capacity.



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## Grants

The Union makes grants as one of its ways to achieve its charitable objects. The largest grants made are those to fund the 13 Baptist regional associations in their work as part of Baptists Together, which totalled £2,870m in 2022. These grants are given on a formula agreed by the Union's Trustees to enable sharing the income of the Home Mission Fund. The Union also makes other grants as follows:

**Strategic Mission Grants:** These grants are given to organisations to develop strategic mission projects. The allocation of grants from the budget of £0.043m is delegated to the Baptists Together Mission Forum under the supervision of the Union's Trustees.

**Supporting other Baptist bodies and ecumenical bodies:** We contribute to the running costs of various bodies of which we are members, through a membership subscription that we classify as a grant in our accounts as we receive no services in return for our contribution.

**Supporting Ministerial Training:** We make grants to individuals to support ministerial training. For 2022, £0.47m was paid as a student bursary including a book grant of £120 for all ministers in training. Each of the five main training colleges are asked to oversee distribution of a proportion of these funds to students.

**Further studies grants:** We make grants to individuals to support post-graduate theological studies, including up to one PhD scholarship. The grants are made in response to applications by the Scholarship and Further Studies Committee, which is made up of representatives from each Baptist college and the Ministries Team.

**Pastoral grants** to individuals who are working in a Baptist church or other Baptist organisation: These grants are usually up to £1,500 and are made in response to an application or nomination that is recommended by a regional minister and approved by two specialist team leaders.

**Heritage England Grants:** Under the partnership scheme with Historic England where we received £47k in grant income (2021: £58k), grants were paid to 15 churches to assist them in their listed buildings obligations.

## Volunteers

The Union is grateful for the support of volunteers in carrying out its work. Their main direct contribution is through serving on committees and working parties to support our work. Volunteers also make a significant contribution to our member churches, regional associations, colleges and other bodies within the Baptist family. Due to the wide range of different ways in which volunteers participate in our work, it is impossible to quantify their support.

## Funds Held as Custodian Trustee on Behalf of Others

The Baptist Union Corporation holds financial assets as Custodian Trustee for 20 Baptist churches or organisations totalling £2.86m, all of which have the same objects as the Company for the advancement of the Christian faith and its practice especially by the means of, and in accordance with, the principles of the Baptist denomination. The company acts solely as an Agent and carries no decision-making capacity.

The Baptist Union Corporation acts as property trustees for 2,145 churches and charity organisations. Arrangements are made for the safe custody of deeds and documents, with each set stored in a labelled packet, and included in an index system. For all financial accounts a separate account is kept for each beneficial owner and records are maintained of the beneficial owner of each account.

The names of the churches and other charities for whom the Company acts as a Custodian Trustee are available at: [www.baptist.org.uk/custodianlist2022](http://www.baptist.org.uk/custodianlist2022). The organisations are all Baptist organisations and therefore have objects that are compatible with the charitable objects of the Company.

Type of Assets Held	£'000	Organisations
Cash Deposits	262	2
Income Units	468	8
National Savings Income Bonds	13	1
UK Equities	2,112	9
<b>Total</b>	<b>2,855</b>	<b>20</b>



## Key Management Personnel Remuneration

Day-to-day management of the Union's business is delegated to a group of employed staff and appointed ministers who operate within the frameworks set by the Trustees; senior staff are detailed in the Who We Are section of this report.

All staff and appointed ministers of the charity are employed by the Baptist Union of Great Britain and the arrangements for setting the pay and remuneration are the responsibility of the Trustee Board. A Remuneration Committee advises and makes recommendations to the Trustees. In line with the Pay and Reward Policy Statement approved by the Trustees, remuneration is benchmarked against information relevant to the sector and affordability to the Union. The aggregate amount paid to key management personnel during the year was £286,963 (2021: £282,060).