

## Update from the British Family Federation National Council

Simon Cooper  
March 3, 2017

Dear British Family Federation members,

You may remember a couple of years ago that as a national movement we voted to ratify a governance document which involved restructuring our movement. See a link to it here: [LINK](#)

One of the bodies that were set up as a result of the restructuring was a National Council. This is currently made up of the following people: Matthew Huish, Tom O'Connell, Susan Crosthwaite, William Haines, Ruth Johnson, Jeung Sun Shongwe, Simon Cooper, Jeff Bateman, Cecilie Fortune, and David Earle.

I have volunteered and have got nominated to communicate with you about what we are doing and to generally keep you updated with any developments from our work and any decisions that we are taking. If you aren't kept informed or end up uninterested in what decisions we are taking then in my mind we basically seek to have no real significance; so this is about being relevant to everyone and continuing the development of the restructuring onto the next level.

Firstly, why are the 10 of us on the council? To answer that I will briefly copy and paste an excerpt from the governance document, that you will find in the above link:

Composition:

– National Leader (chair)



– Head of General Affairs



– Education



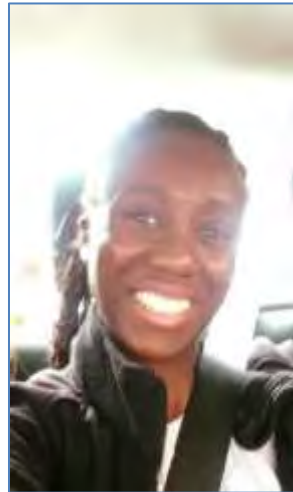
– Blessed Families



– Public Relations



– CARP



– HARP



– Three representatives from the National Council



The next question I hope you are asking yourself right now is: What on earth are they meant to be doing?

The primary role of the National Council is to work as a team with the National Leader in order to:

- Present a compelling, credible long-term vision for the spiritual development of the UK movement.
- Determine annual focus, goals and objectives
- Serve the communities

- Manage the providential fund and its allocation among providential departments, affiliated organisations and projects
- Receive annual budget proposals and ad-hoc funding requests from members and local communities submitted through the Council of Communities
- Liaise with affiliated organisations (e.g. UPF, WFWP, IRFF, WAIT etc.)
- Organise national events
- Relate to the International movement

So, that is the theory. In reality, we have been finding our feet. We have met several times over the last 9 months or so. We did not meet until the Council of Communities was established which was initially more of a priority.

One of the above roles we have been able to start on has been allocating annual budgets for the different departments. But as we carried out that function it became very apparent to us that we need to do some serious work on how we get ourselves into a circumstance where we are able to present a compelling long-term vision, that we are able in the medium and short term to articulate what our priorities are for the British FFWPU and how we believe they can be achieved.

So we have had one long meeting about that, and we most recently met just last Thursday evening to go through the governance document and look at preparing some amendments that can be proposed to the Council of Communities and trustees for ratifying.

And yes, the beginnings do feel slow, and we are admittedly a long way from where we would like to be. BUT, we have taken up the baton now from the restructuring committee (remember them?) and are continuing on, a long a path that will lead us to somewhere very special.

There are admittedly a lot of challenges our movement has faced in the last years of True Father's life, and those situations have in many respects only got more complicated with the resulting divisions in our international family that exist today. As members of the British FFWPU we don't want to sit around wringing our hands, but instead get on with the job at hand – taking responsibility for our families and communities, and creating something we would all be proud of.

We hope you will be interested in what we get up to, and let us know what you think of our progress and our decisions. We will be posting minutes from our meetings on a particular section of the FFWPU website, which you will be able to access before too long.

We want to be as transparent as is practical and have a productive and energetic dialogue with our membership, young and old alike, and not forgetting those of us who are middle-aged either.

I hope this has been a helpful hello.

Best wishes,

Simon Cooper

# PROPOSAL FOR THE RESTRUCTURING OF THE FFWPU UK

v4.0

JUNE 23<sup>rd</sup>, 2015

*This document, presented to all members of the FFWPU UK for review, discussion and comment, is the result of deliberations that have taken place over a period of six months among a committee chaired by Tim Read and comprising Cecilie Fortune, Simon Cooper, Matthew Huish, Graham Simon, Jessica Stewart and Daniel Pollitt.*

*Earlier versions of this document have been presented to the National Leader, the pastors and community leaders, representatives of the young adults, the trustees and the finance committee and Rev An, the former Continental Director. This draft includes modifications made as a result of feedback received.*

## PROPOSAL FOR THE RESTRUCTURING OF THE FFWPU UK

### Why Restructure?

- The FFWPU UK has traditionally been structured hierarchically and run in a top-down manner without a clear demarcation between its spiritual leadership and its organisational management. Today the limits to such a mode of operation are readily apparent. It is now time for a new structure and processes which will result in: positions within the charity being filled by the best qualified people available, greater efficiency, less waste, increased transparency and accountability, and clear boundaries between public and private expenditures and use of assets.
- Directions for action have tended to come from the top downwards, but there needs to be give and take between the leadership and grassroots; initiatives, ideas and energy must also flow from the grassroots up.
- A clear set of rules is needed to inform relationships, decisions, spending, and responsibilities.
- We need FFWPU members to have wide representation in the making of decisions and appointments, and also greater participation in, and ownership of, the FFWPU's activities. To that end we need a membership system.
- There is a need to move from arbitrary and unrestrained decision-making to a culture of shared responsibility and accountability.
- A well-run, clearly managed FFWPU with stated terms of office, salaries and responsibilities will be far more attractive for potential future community leaders and department heads.
- In sum, the FFWPU UK is a UK charity with over £30 million of assets under management. There is a need for a modern structure which addresses both the goals of the FFWPU UK within the wider providence and the need for a professional and principled management structure and support system.

## Objectives

- This proposal seeks to create the framework for an inclusive and transparent organization in which:
  - Both the spiritual leadership and operational management of the FFWPU work in harmony with the membership to fulfil the charity’s providential goals.
  - Future generations feel empowered, involved, willing and able to take over the leadership and running of the FFWPU UK.
  - New members can be welcomed and attracted to join and participate
  - The FFWPU UK is run in accordance with its charitable aims, as specified in its trust deeds, the initial paragraph of which reads:

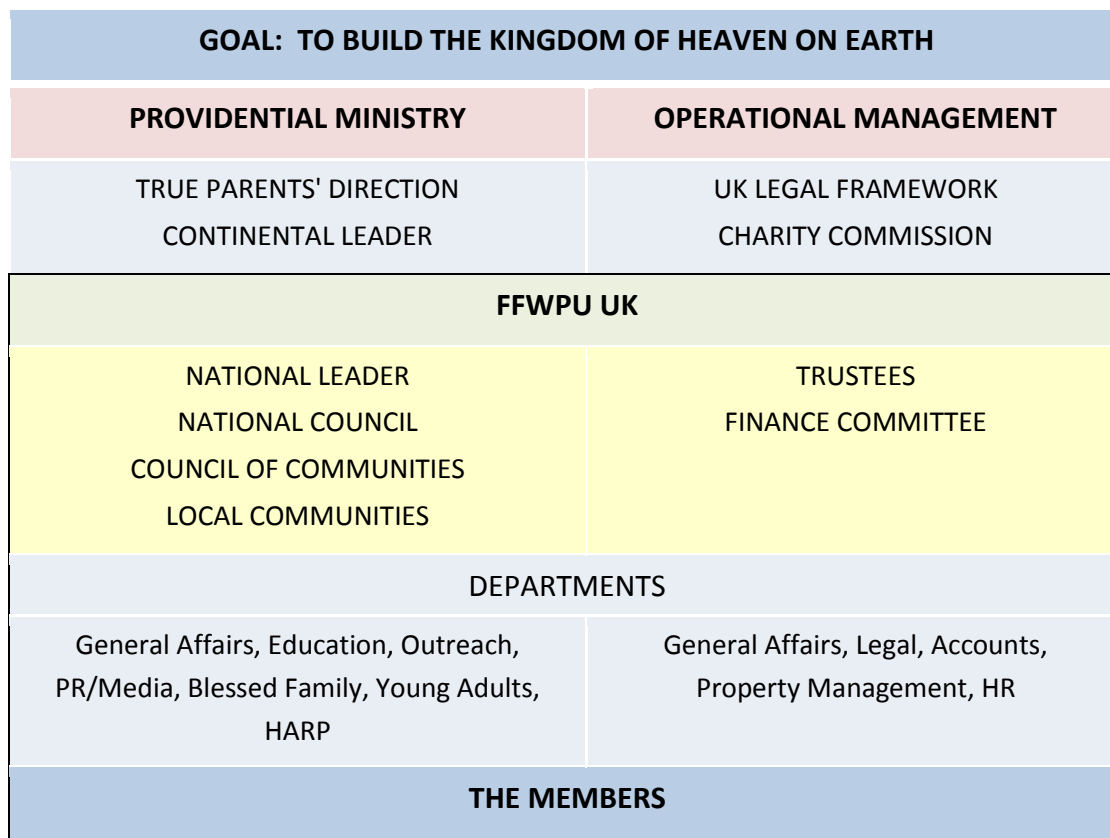
“To further the principles enunciated by the Founder Sun Myung Moon which are to advance the progress of humanity throughout the world toward a God-centred freedom loving world of great beauty, harmony and justice in which all may dwell regardless of race or nationality.”

## Voting Members

- Voting members are defined as persons over the age of 18 who share the goals and values of the FFWPU, are moved by the lives and teachings of the True Parents, have an understanding of the Divine Principle, and who support the work of the FFWPU UK through the contribution of their time and/or financial resources. Their membership will be attested by the signature and at the discretion of an FFWPU UK community pastor on their voting application form.
- Voting members will be informed of decisions, results, finances and expenditures; able to vote in official ballots of the FFWPU; and invited to the AGM. They will also be eligible to participate in committees and councils of the FFWPU.

## Proposed Overall Structure

- Clear distinction between the providential structure and the operational management



**Note:** The above diagram is not intended to show relationships but simply provide a pictorial representation of the various elements that make up the FFWPU UK.

- The Trustees and Finance Committee are responsible for the ethical management and growth of assets and optimisation of the financial revenue stream. All the funds will be used to support providential activities after allowing for necessary management, staff and maintenance expenses.
- It will be incumbent on the National Council under the chairmanship of the National Leader to allocate and manage the providential fund in accordance the aims of the FFWPU, adhering to well-defined budgetary processes. Any funds that remain unallocated through the budgetary process may be returned to the communities on an annual basis at the discretion of the National Council’s budgetary committee.
- Edited minutes of every council or committee meeting should be available upon request by members.
- If there are any overlapping interests, an *ad hoc* committee can be formed of relevant representatives of both the operational and providential bodies chaired by an arbitrator who is acceptable to both parties. Any decisions will be final.

## Providential Structure

- **National Leader**

- Role and responsibilities

- ✓ Chair of National Council
- ✓ Spiritual Leader of UK Movement
- ✓ Liaise with Continental Director
- ✓ Represent FFWPU UK internationally
- ✓ Meet with Department Leaders and Community Pastors individually on a regular basis
- ✓ Visit the Local Communities

- Selection

- ✓ To take place every four years (or earlier should the incumbent National Leader step down)
- ✓ In selecting a national leader, nominations will be open to all members of the FFWPU UK. Those nominations supported by a total of seven members of the FFWPU UK will be considered by the Council of Communities, taking into account any guidance received from True Mother and the International HQ; the Council of Communities will present the qualifying candidates to the members, who will be asked to endorse up to three candidates; from the three candidates with the highest number of endorsements the Council of Communities will offer up their recommendation for National Leader to True Mother's appointed representative who may either accept or reject it. In the case of rejection, another candidate will be proposed and so on, until a candidate who is agreeable to both the International leadership and general membership can be found.

- Accountability

- ✓ Required to work together with National Council
- ✓ Regular reporting to general membership and Continental Director

- Removal of National Leader

- ✓ Provided that 80% of the members of the Council of Communities are in agreement, a no-confidence motion may be raised which would oblige the National Leader to step down. This would precipitate a new selection process.

**Note:** *The process of the selection of the National Leader is still a point of discussion with International HQ whose stated primary concern is that True Mother retains the right to appoint a national leader if she should choose to do so.*



- **National Council**

- The primary role of the National Council is to work as a team with the National Leader in order to:
  - ✓ Present a compelling, credible long-term vision for the spiritual development of the UK movement
  - ✓ Determine annual focus, goals and objectives
  - ✓ Serve the communities
  - ✓ Manage the providential fund and its allocation among providential departments , affiliated organisations and projects
  - ✓ Receive annual budget proposals and *ad-hoc* funding requests from members and local communities submitted through the Council of Communities
  - ✓ Liaise with affiliated organisations (e.g. UPF, WFWP, IRFF, WAIT)
  - ✓ Organise national events
  - ✓ Relate to the International movement
- Composition
  - ✓ National Leader (chair)
  - ✓ Deputy National Leader, to be chosen by National Council from among its members.
  - ✓ Head of General Affairs
  - ✓ Department leaders representing: Education, Blessed Family, Young Adults, HARP, Media
  - ✓ Treasurer and budgetary committee (see budgetary process below)
  - ✓ Three representatives from Council of Communities
  - ✓ A trustee representative may attend and participate in meetings but not vote.
- Process and Accountability
  - ✓ Meet at least once a month with a minimum quorum comprising 70% of its members
  - ✓ National Council decisions require the support of its total membership
  - ✓ Regular reporting to general membership of key decisions taken by the Council
  - ✓ Minutes to be kept of all official meetings; action steps to be documented and followed up.

- **Council of Communities**

- Eligibility for Representation
  - ✓ To be eligible for representation on the Council of Communities, a local community comprises a minimum of 12 blessed families. (See further description of Local Community below.)
- Role and responsibilities
  - ✓ Council of Communities members support each other to develop their local communities, responding to pastoral needs in the community
  - ✓ Seed and support new communities
  - ✓ Communicate grass-roots views, opinions and vision amongst each other and also to the National Council
  - ✓ Dispute resolution, mediation, inter-community pastoral care and problem solving.
  - ✓ Submit proposals to the National Council emanating from their own discussions, from their local communities or from individual members.
  - ✓ Initiate and decide upon election of national leader
- Composition
  - ✓ Each community is entitled to be represented on the Council by a pastor, and if desired, a youth representative and local church representative
- Process and Accountability
  - ✓ Elect a chairperson; the chairperson can be replaced with a collective decision of 80% of the Council of Communities members
  - ✓ Elect representatives to the National Council
  - ✓ Meet at least four times a year
  - ✓ Meeting expenses to be pre-budgeted by National Council
  - ✓ Reporting to local community membership
  - ✓ Minutes to be kept of all official meetings; action steps to be documented and followed up.

- **Pastor**

- Role and Responsibilities
  - ✓ Participates in Local Community Council
  - ✓ Spiritual leader of the local community
  - ✓ Submit proposals from the Local Community Council or the membership to the Council of Communities
  - ✓ Member of the Council of Communities
  - ✓ Communicate directions and vision
  - ✓ Liaise with local affiliate organizations (UPF, WFWP, IRFF, WAIT)
- Selection Process
  - ✓ To take place every four years; incumbent pastors are eligible for re-selection.
  - ✓ In selecting a pastor, nominations will be open to the members of that local community. Members in good spiritual standing who are not members of that community can be

nominated. All nominations to be seconded by another member of the local community. A shortlist of no more than three qualifying candidates will be considered by the Local Community Council. These three will be presented to the members of the community who will vote for their preferred candidate. The National Leader will approve the final decision.

- Accountability
  - ✓ Required to work together with the Council of Communities
  - ✓ Regular reporting to general membership and National Leader
- Removal of Pastor
  - ✓ Provided that 80% of the members of the local community are in agreement, a no-confidence motion may be raised which would oblige the Pastor to step down. This would precipitate a new election.

**Note:** *This section is only applicable to local communities comprising at least 12 families.*

- **Local Community**

- Definition
  - ✓ A community comprises a minimum of 12 blessed families.
  - ✓ At a minimum, a local community requires a pastor, bookkeeper and secretary, who will form the basis of a local community council.
  - ✓ Smaller communities will be considered as pioneer communities.
  - ✓ Pioneer communities may align themselves to a Local Community in order to be represented on the Council of Communities.

- **Providential Departments**

- Recommended providential departments
  - ✓ Education, Outreach, Blessed Family, PR/Media, Young Adults, HARP.
  - ✓ General Affairs spans both the providential and operational structures.
- Roles and Responsibilities
  - ✓ Support and serve the communities
  - ✓ Publish annual prospectus outlining objectives and planned activities
- Process and Accountability
  - ✓ Reporting to general membership through newsletters, websites and email.
  - ✓ Submission of annual budget proposals, accurate accounting and full reporting

## Operational Structure

- **Trustees**
  - Role and Responsibilities
    - ✓ Oversee the responsible management of assets and optimisation of revenues
    - ✓ Ensure transparent process and clear accountability throughout the charity
    - ✓ Oversee all contractual agreements
    - ✓ Ensure compliance with national law, charity law and trust deeds to protect the charity from foreseeable risks that could damage its reputation or adversely impact its financial well-being.
  - Selection Process
    - ✓ Trustees to serve no more than a consecutive seven year term.
    - ✓ When vacancies arise, trustees solicit applications from members, nominated and seconded by two members in good standing, one of which should be the National Leader or a pastor.
    - ✓ Existing trustees select new trustee(s) from candidates by interview
  - Process and Accountability
    - ✓ Meet as required
    - ✓ Trustees publish annual report for the public record; this report can be downloaded freely from the Charity Commission's website.
    - ✓ National Leader can attend trustee meetings but may not vote on decisions.
    - ✓ Minutes to be kept of all official meetings; action steps to be documented and followed up.
    - ✓ Trustees to be available for Q&A at AGM
  - Removal of a Trustee
    - ✓ A trustee may be asked to step down by unanimous agreement of his/her fellow trustees and prior to the completion of a seven-year term under the following circumstances:
      - Inability to participate in trustee meetings for a period of 12 months or more
      - Inability to participate meaningfully due to mental or long-term physical incapacity
      - Misconduct, mismanagement or behavior detrimental to the objectives and interests of the charity

**Note:** Trustees are legally obliged by Charity Law to accept ultimate responsibility for directing the affairs of the charity and ensuring that it is solvent, well-run and delivers the charitable outcomes for the benefit of the public for which it has been set up. Further details about trustees' role and responsibilities can be found on the Charity Commission website.

- **Finance Committee**

- Role and Responsibilities
  - ✓ Management of the FFWPU's assets and optimisation of revenues
  - ✓ Oversight of the Accounts department and publication of financial and management reports
  - ✓ Investment policy - the finance committee will aim to ensure that the size of the providential budget grows in real terms annually while ensuring that all investments and financial activities are both legal and ethical.
- Selection Process
  - ✓ When vacancies arise, the finance committee solicits applications from qualified members, particularly those with skills and experience in finance, business, accounting, land and property management, but also members with good business acumen and in good community standing.
  - ✓ Existing members interview candidates and make their selection
- Term of Office
  - ✓ Members shall hold the position for a term of four years which may be renewed with the consent of the majority of the other members of the committee.
- Accountability
  - ✓ Annual report on the finances of the charity from Head of the Finance Committee circulated to members.
  - ✓ Written or verbal responses as time permits to questions from members.

- **Operational Departments**

- Recommended operational departments
  - ✓ Accounts, legal affairs, property management and HR.
  - ✓ The General Affairs department is involved in the day-to-day management; communications, health & safety, data protection and archiving also currently fall under its remit.

## **The Budgetary Process**

- Income is split for a given year between the operational and providential budgets
- Allocation and oversight of the operational budget (including monies set aside for property repairs and investment) by the Finance Committee.
- The size of the providential budget for a coming financial year to be based on the Finance Committee's cash flow forecast for the coming year, made at the end of the previous year. The size of this budget will be reviewed by the Finance Committee quarterly to take account of any new developments.
- Prior to the end of the year, the National Council should present a vision of what it seeks to achieve in the year ahead and collect budgetary requests from all providential departments and affiliates (including but not limited to Young Adults, Education, HARP, PR/Media, Blessed Family, WFWP, IRFF, WAIT) as well Communities or members seeking finance for special projects.
- In preparing their budgetary requests, departments and affiliates should clearly state their objectives and, where possible, quantifiable goals for the year ahead. They should be encouraged to think how much they need overall for salaries and operations, how much income they can generate themselves (e.g. through workshop fees, fund-raising), how much support they need from the central fund, and how they can minimise costs through the use of volunteers. Any salaries should be in line with salary scales to be defined by a soon-to-be-expanded HR function, initially within the remit of the General Affairs department.
- In order to apportion available funds among requesting parties, the budgetary committee within the National Council should develop a systematic evaluation process to assess the stated objectives and monies sought by those submitting budgetary requests.
- The budgetary committee within the National Council should set aside some contingency reserve to cover unforeseen expenditures (for example, visits by overseas dignitaries)
- The budgetary committee within the National Council must strictly follow guidelines provided by the trustees/Finance Committee to ensure that correct governance procedures have been followed and documented. Actions or allocation of funds which could be construed as involving a conflict of interest must be avoided.
- There must be public reporting on the use of all operational and providential funding by the respective recipients.

## **Human Resources Management**

- An expanded HR function, initially within the remit of the General Affairs department, but subsequently a separate department in its own right within 2016, will be responsible for:
  - Creation of job specifications
  - Setting pay scales and expenses policies
  - Recruitment of departmental staff
  - Implementation of performance review system for all employees of the FFWPU UK
  - Definition of grievance procedures
  - Definition of disciplinary procedures
  - Succession management

*Note: The restructuring committee recognizes that this document is still very much work in progress. A number of important topics and unresolved questions have been raised in the feedback received. It is envisaged that many of these will be discussed and agreed upon by the National Council and Council of Communities, following their formation. Such topics include:*

- *Selection of Department Heads*
- *Nationality and residence requirements regarding nominations for National Leader*
- *Spiritual qualifications to be incorporated in HR job descriptions for pastors*