

PROPOSAL FOR THE RESTRUCTURING OF THE FFWPU UK

DRAFT – v3.0

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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 five months among a committee chaired by Tim Read and comprising Cecile 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. This draft includes modifications made as a result of feedback received.

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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 providential goals of the FFWPU UK 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.”

Membership

- A member is defined as:
 - Any member of a blessed family over the age of 18 who feels called to participate in the future development of the FFWPU UK and to propagate the core teachings of the Divine Principle.
 - All others 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 participate in one of its local communities (as attested by the signature and at the discretion of their local pastor on their membership application form.)
- Rights and responsibilities of members
 - To participate in the organisation and running of the FFWPU UK; to be engaged in matters of policy and direction; to be informed of decisions, results, finances and expenditures; to vote in official ballots of the FFWPU; to be invited to the AGM

Note: *The above definition of membership is for voting and operational purposes only.*

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 management and growth of assets and optimising 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 with 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 regions 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 grey areas, an *ad-hoc* committee can be formed of relevant representatives of both the operational and providential bodies to resolve the issue. Any decisions will be final.

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) to be done 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 as 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

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 individually on a regular basis

- Election

- ✓ Held every four years
- ✓ For electing a national leader, nominations will be open to all members of the FFWPU UK. All nominations supported by a total of seven members of the FFWPU UK will be considered by the Communities Council; the Communities Council will present the qualifying candidates to the members, who will be asked to vote for up to three candidates; the three candidates with the highest number of votes will be returned to the Communities Council who will then appoint a national leader from the shortlist.
- ✓ The Continental Director will ratify the decision.

- 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 Communities Council are in agreement, a no-confidence motion may be raised which would oblige the National Leader to step down. This would precipitate a new election.

- **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 Communities Council
 - ✓ 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
 - ✓ 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 Communities Council
 - ✓ 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
 - ✓ Decisions are made by majority vote
 - ✓ 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.

- **Communities Council**

- Eligibility for Representation

- ✓ To be eligible for representation on the Communities Council, a local community comprises a minimum of 12 blessed families. (See further description of Local Community below.)

- Role and responsibilities

- ✓ Communities Council 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 Communities Council 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 Communities Council
- ✓ Member of the Communities Council
- ✓ Communicate directions and vision
- ✓ Liaise with local affiliate organizations (UPF, WFWP, IRFF, WAIT)

- Election

- ✓ Held every four years, renewable
- ✓ For electing 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 on one candidate. The National Leader will approve the decision.

- Accountability

- ✓ Required to work together with the Communities Council
- ✓ 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 Communities Council.

- **Providential Departments**

- Recommended providential departments

- ✓ Education, Blessed Families, Young Adults, HARP, PR/Media.
- ✓ 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 as a result of 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
 - **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.