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# Review of Church House Management Processes

## Terms of reference

### Overall Requirement

In the light of the resignation of the HR manager, Mission Council through MCAG has requested the establishment of a group to review the overall Church House Management processes and procedures with a particular emphasis on the respective roles in the Central Secretariat Department which currently comprises:

- General Secretary
- Deputy General Secretary
- Head of Human Resources.

It has been recognised that the requirements for spiritual and managerial leadership can have different, even possibly conflicting, dimensions. For example, the General Secretary must be free to hear what the church at local level is saying.

Hence the overall aim of the review is to identify how the ministerial and spiritual leadership of the URC can be supported by efficient and effective Church House Management activities with the associated operational and organisational leadership of the various departments.

The review will recommend the optimum structure and requirements of the Central Secretariat including the number of direct reports.

The review will also recommend how the Human Resource function may best be situated and operate most effectively for Church House and for the whole United Reformed Church, especially in relation to the Synods.

The Staffing Advisory Group will be responsible for proposing interim arrangements to cover the HR manager's post during the review.

### Terms of Reference

1. To consider the leadership and managerial functions of the General Secretariat and HR Management roles
2. To consider the overall line management requirements of Church House employees and post holders and ways in which these may be met
3. To consult widely in exploring options (see proposed process)
4. To recommend future patterns of leadership and management at Church House
5. To propose outline role descriptions for future roles, within the proposed structure
6. To ensure proposals are both affordable and realistic

## Review Process

The Review Group will meet as appropriate with representatives of:-

- The Departments in Church House
- Other “management” groups in Church House also Church House Management Group
- Synod Moderator’s review group
- Assembly Committee Conveners
- Other organisations within the URC which work with Church House departments
- Synod Moderators
- Once the review is in progress the Group will have the authority to meet with other interested parties who can provide information that will enable the development of the recommendations.
- In addition they will take the opportunity to meet with relevant persons from other denominations, in particular the Baptist Church and the Methodist Church in order to gain an understanding of the organisational models that they have implemented.

## Membership of the Review Group:

- A Convener (*possibly drawn from the initial membership of the Group*)
- At least 2 members of the Staffing Advisory Group (SAG)
- A Synod Moderator
- A person with organisational experience in the voluntary sector
- A Theological reflector

There must be a good balance between the spiritual and the managerial inputs to the group. N.B. Knowledge of how Church House currently operates is not essential.

Note: The current members of the Staffing Advisory Group are prepared to undertake this review if agreed by Mission Council. However they would request permission to co-opt people as required. For example: a theological reflector and those with relevant experience in the wider voluntary sector. Some administrative assistance from Church House in arranging appointments and meetings would be required.

## Timescale

The results of the review will be presented to Mission Council in the autumn of 2012.

## Resolutions

1. Mission Council receives the report entitled “ Remit for Church House Management Review Group”, approves the Terms of Reference and Review Process outlined therein and instructs the Staffing Advisory Group to carry out the review and report to the November 2012 Meeting of Mission Council.
2. Mission Council further authorises the Staffing Advisory Group to co-opt as appropriate in setting up and carrying out this review.

Prepared by Staffing Advisory Group for MCAG/Mission Council

November 2011