

Paper BG1

Terms of Reference for Resources Committee & Faith in Action Committee Resources & Faith in Action Committees

Basic Information

Contact name and email address	Jenny Mills, DGS (Faith in Action) jenny.mills@urc.org.uk Victoria James, Chief Operating Officer victoria.james@urc.org.uk
Action required	Decision
Draft resolution(s)	Resolution 8 The Assembly Executive approves the updated Terms of Reference for Faith in Action Committee. Resolution 9 The Assembly Executive approves the updated Terms of Reference for Resources Committee.

Summary of Content

Subject and aim(s)	To ensure that the Committee Terms of Reference remain accurate and allow for the effective governance following the staff restructure in the Offices of General Assembly which took place during the summer of 2025.
Main points	Reflecting the changes brought about by the staff restructure it is proposed that: - <ul style="list-style-type: none">• Faith in Action Committee take responsibility for the communications strategy and content work, this will include the branding associated with the bookshop items• Resources Committee take responsibility for the trading aspects of Communications namely iChurch, Reform Magazine and the Bookshop, handling the commercial/financial aspects of these enterprises.• Resources Committee will continue to oversee the URC website and will take responsibility for managing the URC database.
Previous relevant documents	Paper A1 Assembly Executive February 24 – Resources Committee Terms of Reference and Paper A1 General Assembly 2025 – Creation of Faith in Action Committee and its Terms of Reference.
Consultation has taken place with...	Resources Committee, Faith in Action Committee and Business Committee

Summary of Impact

Financial	There is no financial impact.
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External (e.g. ecumenical)	None.
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1. Introduction

1.1. As part of the work to refine the committee structures, General Assembly passed resolutions in 2023 to create a Resources Committee bringing together the work of five previous committees and in 2025 Resolutions to create a Faith in Action Committee.

1.2. The terms of Reference for the Faith in Action Committee were agreed at General Assembly in July 2025, and Assembly Executive approved the nominations to that new committee in November 2025.

1.3. The terms of Reference for the Resources Committee were agreed by Assembly Executive in February 2024 and General Assembly in July 2024 approved the nominations to that new committee. Resources Committee therefore began its work in the latter part of 2024 and has now been in existence for approximately 18 months.

2. Impact of the staff restructure on the Terms of Reference

2.1. Since the approval of the Terms of Reference for both committees, there has been a restructure of the Offices of General Assembly team. As such the remit of the two committees should now be updated to reflect these changes.

2.2. Communications work now sits within the Faith in Action team, so that they are embedded in the team engaged in the wider life of the Church. It therefore follows that the strategic and content aspects of Communications should move from the remit of the Resources Committee to the Faith in Action Committee. This would also include decisions about the nature and range of URC branded items stocked in the URC bookshop.

2.3. There are however trading aspects of communications, which have a financial/commercial element; these currently include iChurch, *Reform Magazine* and the URC Bookshop. These aspects will remain in the remit of Resources Committee, but it is expected that there would be collaboration with the Faith in Action Committee so that there remains a connection between strategy and resourcing.

2.4. The URC website will remain within the Resources Committee but there will of course continue to be operational collaboration over content and link to the new 'MyURC' resource site.

2.5. Additionally, as part of the restructure the URC database (a database used for detailing key office holders in churches and synods, supports the annual church return and a case management system) now sits within the Administration and Resources Department and such it is proposed that its oversight now is within the remit of the Resources Committee.

3. Other reasons for the updated Terms of Reference

3.1. The original Terms of Reference for Resources Committee required a review after the first 18 months. This formed part of an overall review of the first year of the Committee. This involved individual conversations with each member of the committee conducted by the Secretary and Convenor. This has resulted in outlining with greater clarity between the operational functioning of the team and the strategic and governance remit of the Committee. Alongside this, the Committee has looked at its approach and

way of operating. This has highlighted some more ongoing areas of work but also resulted in a refreshed approach to its meeting cycle. As a consequence, the Committee now seeks to meet for four longer meetings per year (2 online and 2 in person) rather than 6 meetings as stated in the original terms of reference.

4. Further Exploration

4.1 Business Committee have agreed to do some further work to determine how best the work of the Net Zero Task Group (NZTG) can be supported. It is currently named as a sub committee of Faith in Action and does have links there but its work also is relevant in terms of Resources Committee and Business Committee. Once this work is concluded then a final decision will be requested as to which committee NZTG reports into. Whichever committee is deemed the most appropriate it is likely NZTG will need to work collaboratively with others to achieve its goals.

5. Terms of Reference for approval

5.1 The updated Terms of Reference for Resources Committee are provided at Appendix 1 and for Faith in Action in Appendix 2.

Appendix 1

Resources Committee Terms of Reference

Committee	Resources Committee
Convenor	Appointed by General Assembly
Secretary	Chief Operating Officer (COO)
Ex Officio Members	Treasurer Deputy Treasurer Chief Finance Officer (CFO)
General Assembly Appointed Members	6 members with collective experience of finance, properties, HR, compliance, and IT & databases. Ideally representing those skills areas as follows: Finance (2), HR (1), Properties (1) IT & databases (1) and compliance/health and safety/ GDPR (1). At least one such member to be a director of the URC Trust.
Length of Term	Initial term of 4 years which is renewable once.
In Attendance when required (to cover their areas of expertise)	Head of Compliance & Services Archive & Records Manager Buildings & Facilities Manager Head of People & Benefits IT Manager Management Accountant & Payments Manager Data Analyst Digital Content Manager
Minute Secretary	PA to COO & CFO
Meeting Frequency	a minimum of 4 times per annum; 2 online and 2 in person.
Subgroups/Sub committees	Pensions Committee, Remuneration Committee, Legacy Fund Panel and Publications Board.
Quoracy	Four members to always include the Treasurer or Deputy Treasurer.

Accountability & Reporting Duties	<p>General Assembly and United Reformed Church Trust (properties, compliance, employment and finance).</p> <p>The Committee will provide an update report to each meeting of the URC Trust.</p> <p>Responsibility for the implementation of policies and decisions of the Resources Committee rests with those employees appointed by Church House to do so, and ultimately, the COO.</p>
Terms of Reference Review	<p>At least every four years, in consultation with the Trust. (A full review having been undertaken at the end of 2025 after the first full year of work)</p>

Responsibilities

The Resources Committee (the Committee) has key responsibilities across a number of interlinked and interdependent operational areas.

Finance

The Committee has oversight responsibility for the funds administered for the benefit of the United Reformed Church, its long-term financial planning, and the preparation and control of its budget under the authority of General Assembly and the Trustees of the URC Trust.

The committee will ensure that proper procedures are in place for the maintenance of accounting records, controlling, and monitoring the budgetary process and the preparation of financial statements in compliance with applicable UK law and accounting standards. To this end, the Committee should expect to liaise with the appointed auditors at least once each year.

The Committee may take such decisions about the finances of the Church as are necessary within the policies set by General Assembly.

The Committee will also have detailed budget oversight for the following broad areas: -

- Administration & Resources including Church House.
- Central Properties (see below)
- Staffing and associated costs

Communications

To work in collaboration with the Faith in Action Committee to ensure that there are appropriate tools and platforms, including the URC website, in place to fulfil the overall communications strategy and oversee the commercial strategy and overall viability of the trading activities (currently *Reform magazine*, iChurch and the URC bookshop).

Central properties

The Committee has delegated authority from the URC Trust to oversee the 'management' of all existing central properties, which include Church House (86 Tavistock Place, the tenanted flat (86A Tavistock Place) and all properties owned or rented to house Synod Moderators and General Assembly appointed ministers.

'Management' means acting in accordance with current policies to oversee: -

- Maintenance and all capital expenditure in relation to all properties
- The sale and acquisition of manse accommodation

- Overall compliance of the central properties to all policies and legal responsibilities.

Church House operations and Human Resources

The Committee has delegated authority from the URC Trust to ensure the development and monitoring of a suite of policies covering all operational and compliance areas, including but not limited to Health & Safety, Data Protection, Archiving, IT and Business Continuity.

The Committee has delegated authority from the URC Trust in relation to all operational HR matters, including the agreement of HR Policies and Procedures, as they relate to employees. In exercising this authority, the Committee shall:

- Develop and monitor the terms and conditions and employment policies/procedures for employed staff to support the culture as well as ensure legal compliance.
- Monitor, review and approve the ongoing staffing strategy including size and makeup of the team, grading/regrading of posts, expertise, career development and succession planning.
- Approve any new job descriptions and resulting appointments referring matters related to salary banding to the Remuneration Committee.
- Review any proposed major changes to existing job descriptions for employed staff and referring any associated salary change to Remuneration Committee.
- Agree a course of action with HR staff regarding any dismissal other than those at the end of a fixed term contract or non-confirmation of employment at the end of a probationary period. This would include any decisions on severance arrangements or settlement agreements.
- Determine, within the budget preparations, the annual cost of living rise for lay salaries and stipends based on the recommendation from the Remuneration Committee and the MoM Committee.

The Committee shall be responsible for any other related matters which affect the welfare of staff or operational matters in Church House, which may arise from time to time, and for which a formal policy or procedure is required.

Database

To ensure the continued development of the URC database to serve Synods' needs, ensure effective and compliant data and case management.

Risk Management

The Committee will review the Risk Register as it relates to its key responsibilities, at least once per year but will add additional risks as and when they arise.

Conducting business

Additional meetings can be scheduled, with reasonable notice, if business requires it. Decisions can be taken via email with the same rules of quoracy applying. Such decisions will be recorded by the COO and noted at the next meeting with updates on progress as needed.

Expertise from outside its membership can be utilised for projects and instruct task groups from beyond its membership to develop specific pieces of work. The Committee has the power to seek external professional advice if they deem it necessary with reference to the Chief Operating Officer for unbudgeted professional fees.

The COO shall be responsible for ensuring communication to Church House staff and other relevant parties, of all relevant decisions.

The Committee has discretion to seek input from the wider staff team as deemed necessary.

Appendix 2

The Faith in Action Committee Terms of Reference

Convenor and Deputy Convenor	Appointed by General Assembly following the nominations safer recruitment process (to be included in the numbers below in committee make-up).
Members	<p>The Deputy General Secretary (Faith in Action)</p> <p>Members:</p> <p>Four with a mission focus Two with a Children and Youth/Intergenerational focus Two with a lay learning/Education and Learning focus Two youth representatives</p> <p>To cover the transitional period (up to two years), the existing convenors of the committees (see below) which have now combined into the new Faith in Action Committee will be included in the numbers above:</p> <p>Mission Committee Education and Learning Committee Children's and Youth Committee.</p>
In attendance (according to agenda)	Relevant staff members The DGS Ministries.
Length of term	Four years renewable once.
Minute Secretary	PA to the Deputy General Secretary (Faith in Action).
Accountability and reporting duties	To General Assembly.
Frequency of meetings	Three times a year, twice online and once in person plus annual Forum with connected networks.
Terms of Reference review	Four years or more frequently if required.

Responsibilities

The Faith in Action Committee supports the United Reformed Church's outreach in terms of evangelism and witness; public issues; community engagement; pioneering; ecumenical and interfaith relations; intergenerational worship; global and intercultural ministries; racial justice and legacies of slavery; as well as ministry among children, young people and young adults, intentionally listening to their voices; net zero advocacy; lay learning; and world justice through the URC's Commitment for Life programme.

The role of the committee is to support and guide the Faith in Action staff team in implementing the work agreed by Assembly through the Mission Strategy created to reflect the focus areas vital to the life of the URC.

The Faith in Action team supports and enables the URC to live out the Gospel in society, helping people to develop in faith as they learn and grow, finding new ways of being church and becoming more faithful disciples. They work alongside people in the Synods and local churches on resourcing and enabling the whole people of God. As part of this work, the team also oversees the networks in the Synods who are responsible for work with children and young people, mission, and education and learning: Children and Youth Development Officers+ Team (CYDO+), Training and Development Officer+ team (TDO+), Mission Enablers Network (MEN).

Structure

The February 2025 Assembly Executive Paper A2 distinguished between committees of the URC which have a broad and overarching programmatic concern for the life of the church and supporting the resourcing of this and described them as 'Core Committees'. These are distinct from those committees which have a much narrower, specialist function, to resource the church in their specialist areas (including at times giving advice or assisting more generalist committees in specialist aspects of their work).

The Faith in Action Committee is a Core or Programme Committee which will work with sub-committees it shall determine from time to time in response to the strategic priorities set by the General Assembly. Initially, there will following specialist sub-committees reporting to it, with the staff member allocated to work with each committee shown in brackets:

- Children's and Youth Work Programme Enabling Group (Head of Children Youth & Intergenerational Discipleship)
- Interfaith Enabling Group (Head of Global Justice and Outreach)
- Commitment for Life Reference Group (Head of Global Justice and Outreach)
- Net Zero Task Group (Head of Public Issues)
- Legacies of Slavery Task Group (Head of Global & Intercultural Church)
- Equalities, Inclusion, Diversity and Belonging Committee (Deputy General Secretary (Faith in Action)).

Each committee member will be connected to a sub-committee, liaising with the staff member and acting as a link person to seek items for the meetings and ensure reporting processes are effective.

The Committee will also work with and receive reports from the Ministries and Learning Forum to ensure that the education and learning needs of the whole people of God remain a priority for the denomination.

The committee will be a focussed, strategic committee that meets three times a year, twice online and once in person. Meeting times to be arranged with the committee once

created, aware of Resolutions 10-12 from General Assembly 2021 encouraging meetings with online access and out of normal working hours.

It is important that the membership of the committee reflects the diversity of the URC. In order to enable the committee's work to really affect the life of the URC, members should have an active interest in their area of focus, both in their local church and more broadly, and have a desire to see the URC grow in faith and size.

Summary notes will be produced from each meeting and sent to Synods to keep them informed of the work of the Faith in Action Committee, creating a direct link for responses and ideas to feed in from the Synods.

Once a year, the committee will come together with the networks connected to the Faith and Action Department (CYDO+ team, TDO+ team, MEN). This Forum will be for a shared meeting to ensure two-way communication between the committee, the Faith in Action team and the Synods. Each Forum meeting will have a specific theme connected to the URC's current priorities. This Forum will also offer the opportunity for the committee and the networks to meet separately as well as together.

Relationship with the wider denomination

The committee's role is to encourage positive relationships between local churches, Synods and to resource the wider denomination.

The annual Forum with the connected networks will allow for the sharing of the work of the Faith in Action team, and for hearing ideas and work growing from the local congregations and Synods, challenging Synods and local churches to respond and engage with Assembly programmes and areas of development.

Communications

The Committee will oversee the Communications work in terms of strategy and content on behalf of General Assembly. In essence, to promote effective communication and celebration of the Gospel in and beyond the URC, the Committee will develop and monitor:

- the communications strategy and work with Resources Committee to ensure structures, staffing and appropriate channels are in place to give voice to good news, facilitate regional/denominational communications, support the Communications of other teams and Committees and General assembly.
- The strategy in relation to the Bookshop and the magazine as denominational resources and communication tool and work with Resources Committee regarding the trading aspects of these resources and iChurch.
- Policies and procedures relating to Communications work.

Delegated authority

The General Assembly delegates its authority to the Faith in Action Committee to take any necessary decisions on its behalf to further the day-to-day work of the Assembly in relationship to the following functions of the Assembly:

- iii to conduct and foster the ecumenical relationships of the United Reformed Church;
- iv to support and share in the missionary work of the Church at home and abroad.

Links with the wider church

The committee ensures that the URC is represented on relevant ecumenical, national and international umbrella bodies. It nominates appropriate individuals to serve with these

organisations, receives their reports and discerns next steps. It also oversees the membership budget to cover subscriptions.

External relations

The committee has a prophetic role in developing the denomination's advocacy in the public sphere, locally, regionally, nationally and internationally.

Inclusion

The committee has a coordinating role in ensuring that the work of its sub-committees draws together all areas of inclusion, such as legacies of slavery, anti-racism, intergenerational worship.

Safeguarding

Safeguarding is at the heart of all our activities as a church. A member of the Faith in Action Committee will be responsible for ensuring that safeguarding is on the agenda for the committee and its work.

Risk management

The Faith in Action Committee will review the Risk Register as it relates to its key responsibilities, at least once per year but will add additional risks as and when they are identified.