

# MINISTRY AREA TOOLKIT

## MINISTRY AREA COUNCIL (MAC)

### TRUSTEE GUIDE



Esgobaeth Abertawe ac Aberhonddu  
**The Diocese of Swansea and Brecon**

Cyd-gyfarfod, cyd-dyfu, cyd-genhadu  
Gathering, growing, going



## Table of Contents

<b>What is the purpose of this document? .....</b>	<b>1</b>
<b>Glossary of Terms .....</b>	<b>2</b>
<b>The Ministry Area .....</b>	<b>2</b>
<i>What is a Ministry Area?.....</i>	2
<i>What does a Ministry Area do?.....</i>	3
<i>The Structure of a Ministry Area .....</i>	4
<b>MAC Members (Trustees) .....</b>	<b>4</b>
<i>What does being a MAC member (trustee) mean?.....</i>	4
<i>MAC Members (Trustees) have a Duty of Prudence:.....</i>	4
<i>Other important issues / requirements include:.....</i>	5
<i>The main duties of a MAC Member (Trustee): .....</i>	5
<b>The Ministry Area Council (MAC) (Trustee Board).....</b>	<b>7</b>
<i>What is the MAC?.....</i>	7
<i>Being eligible to join the MAC .....</i>	7
<i>What are the main areas of focus for the work of the MAC?.....</i>	8
<i>Making decisions as a MAC.....</i>	8
<i>How the MAC operates .....</i>	9
<i>Composition of the MAC.....</i>	10
<i>Eligibility .....</i>	11
<b>Specific Roles on the MAC .....</b>	<b>11</b>
<i>Chair of the MAC .....</i>	11
<i>Ministry Area Leader .....</i>	12
<i>Ministry Area Churchwarden.....</i>	13
<i>MA Secretary.....</i>	13
<i>Ministry Area Administrator.....</i>	14
<i>MA Treasurer.....</i>	14
<i>Ministry Area Gift Aid Secretary (MAGAS) .....</i>	15
<i>Ministry Area Safeguarding Co-Ordinator.....</i>	15
<i>Ministry Area Electoral Roll Officer .....</i>	15
<i>Other Roles on the MAC .....</i>	15
<i>Ministry Area Representation .....</i>	16
<b>Sub Committees of the MAC.....</b>	<b>16</b>
<i>The Ministry Area Executive (MAE) .....</i>	16

<i>The Property Sub-committee</i> .....	17
<i>The Finance Sub-committee</i> .....	18
<i>The Ministry Area Team (MAT)</i> .....	20
<i>The Church Sub-committees</i> .....	21
<b>Appendices</b> .....	<b>24</b>
<i>Appendix 1 – Trustee Eligibility Declaration</i> .....	24
<i>Appendix 2 – MAC (Trustee Board) Meetings</i> .....	25
<i>Appendix 3 – MAC Member (Trustee) Conflicts of Interest</i> .....	27
<i>Appendix 4 – How does the property Sub-committee carry out its work?</i> .....	29

## What is the purpose of this document?

This document is intended to help you in your role as a Trustee of your Ministry Area (Ministry Area Council Representative). The document aims to clarify the depth and breadth of this important role and its attendant legal responsibilities, as well as over viewing the purpose of a Ministry Area and the role of the Trustee Board (Ministry Area Council) in driving it. We would, therefore, ask that you read the document thoroughly so as to protect both yourself and the Ministry Area.

However, it is also important to acknowledge the opportunities that this role provides to drive the purpose, mission and work of the specific Ministry Area in which you hold office. Without clarity around why you do what you do, being a trustee may seem to be an uninspiring list of tasks that need to be carried out. You and your fellow Trustees on the Ministry Area Council (MAC) need to consider the beliefs that underpin the work of your Ministry Area, as well as how you want your Ministry Area to work together, with those who attend church and those who do not. Some underpinning beliefs to think about to get you started may include:

- **We believe that what we do in our Ministry Area serves God**
- **We believe that what we do in our Ministry Area provides a vital service to those who use our services and buildings**
- **We believe a well-run charity provides a better service to the community it serves**
- **We believe effective stewardship of our resources is a fundamental part of our faith**

You may, of course, want to add more or adapt these to suit your specific context.

With regard to the question of what underpins your work as a Trustee and as a member of the MAC of your Ministry Area, you may find the three phrases adopted by the Standing Committee of the Diocesan Conference a useful starting point for focusing your attention:



Cyd-gyfarfod, cyd-dyfu, cyd-genhadu  
**Gathering, growing, going**

*A Family rooted in Christ, committed to transforming lives by **Gathering** as God's people, **Growing** more like Jesus and **Going out** in the power of the Spirit.*

You may want to add some others too but if you can manage the three things above, that will make a huge difference to the communities you serve.

We turn our focus now to consider more generally why Ministry Areas have developed, the roles and responsibilities of Trustees and the work of the Ministry Area Council (Trustee Board) in furthering of the aims and objectives of the Ministry Area. For clarity, the following Glossary of Terms is provided.

From hereon in, the Trustee Board will be referred to as the Ministry Area Council (MAC), and Trustees will be referred to as MAC members.

## Glossary of Terms

<b>MAL</b>	Ministry Area Leader
<b>MA Churchwarden</b>	Ministry Area Churchwarden
<b>MA Secretary</b>	Ministry Area Secretary
<b>MA Admin</b>	Ministry Area Administrator
<b>MA Treasurer</b>	Ministry Area Treasurer
<b>MAGAS</b>	Ministry Area Gift Aid Secretary
<b>MAS</b>	Ministry Area Safeguarding Co-Ordinator
<b>MAC</b>	Ministry Area Council (Trustee Board)
<b>Trustee</b>	MAC Member
<b>Trustee Board</b>	Ministry Area Council (MAC)
<b>MAE</b>	Ministry Area Executive
<b>MAT</b>	Ministry Area Team (or Shared Ministry Team)

## The Ministry Area

### What is a Ministry Area?

We begin by exploring the thinking behind the creation of Ministry Areas. At the heart of the Church in Wales Vision was a recommendation that it should move beyond our system of parishes and deaneries to create Ministry Areas.

It was once the case that people lived and worked and spent their lives in the same parish, and each parish often had its own clergy. Parishes had a close relationship to their local community - which is still valuable - and became used to being self-sufficient. People rarely looked beyond their parish boundaries.

Today our culture is very different and people travel freely and belong to different communities across a much wider area. Ministry Areas help reflect this new reality by helping connect churches in their wider community.

The Church has always looked to serve its community, but as these communities change, so must the way in which we engage with them. So a Ministry Area is a group of church communities working together to share the Good News of Jesus Christ with a particular locality, going out into the communities they serve rather than being inward looking.

By working together, these churches can share resources and leadership to fulfil our mission and calling as God's people.

#### What does a Ministry Area do?

The Constitution of the Church in Wales defines the role of the Ministry Area as:

*"The promotion of the whole mission of the Church, pastoral, evangelistic, social and ecumenical"*

- Pastoral – looking after people - '**Gathering**'
- Evangelistic – telling people about Jesus and God - '**Growing**'
- Social – inviting people to be part of the church family, and serving the communities forming the Ministry Area - '**Growing**' & '**Going**'
- Ecumenical – working with other faith organisations in serving our communities - '**Going**'

Ministry areas will be working together on a common Mission Action Plan, looking at strengths and weaknesses, so that a common sense of purpose and direction can be developed particular to each Ministry Area context.

#### Checklist

- I understand the aims of the Ministry Area.
- I am aware of the plans to help the Ministry Area achieve those aims.

## The Structure of a Ministry Area



## MAC Members (Trustees)

What does being a MAC member (trustee) mean?

If you are currently a PCC member, you are already a trustee and your responsibilities remain the same.

MAC Members (Trustees) have a Duty of Prudence:

- to ensure that the Ministry Area is well run and will remain solvent
- to use funds and assets reasonably - funds should only be used for the furtherance of Ministry Area's objectives

- to avoid activities that might place Ministry Area's funds, assets or reputation at undue risk
- to take special care when investing the funds of the Ministry Area (or borrowing funds for the Ministry Area to use)
- 

Other important issues / requirements include:

- MAC members must be 'disinterested' and are responsible for safeguarding the public benefit
- Some of the functions of the MAC members may be delegated, subject to standing orders (rules and regulations), but overall responsibilities cannot be delegated
- MAC (Trustee Board) members may find themselves personally liable for any debt arising under any contractual obligation that they have agreed to if the Ministry Area finances cannot cover that debt.
- Inept or imprudent MAC members can be personally liable for losses
- There is no liability unless 'recklessly negligent'

The main duties of a MAC Member (Trustee):

1. Ensure your Ministry Area is carrying out its aims for the people who live and worship within the Ministry Area. You and your co-trustees must make sure that the Ministry Area is carrying out the purposes for which it is set up, and no other purpose. This means you should:
  - a. ensure you understand the aims of the Ministry Area as set out in the Constitution
  - b. plan what the Ministry Area will do, and what you want it to achieve
  - c. be able to explain how all of the Ministry Area activities are intended to meet the aims of the Constitution
2. Comply with the Church in Wales Constitution and the law. You should take reasonable steps to find out about legal requirements, for example, by reading relevant guidance or taking appropriate advice when you need to, in order to:
  - a. make sure that the Ministry Area complies with the Constitution
  - b. that the Ministry Area complies with Charity Law requirements and other laws that apply (for example, Registered charities must keep their details on the register up to date and ensure they send the right financial and other information to the Charity Commission in their annual return.)



3. Act in the Ministry Area's best interests. This includes making sure that:
  - a. You do what you and your co-MAC members (and no one else, not even the Church Committees) decide will best enable the Ministry Area to carry out its purposes
  - b. with your co-MAC members, you make balanced and adequately informed decisions, thinking about the long term as well as the short term
  - c. you avoid putting yourself in a position where your duty to the Ministry Area conflicts with your personal interests or loyalty to any other person or body
  - d. you do not receive any benefit from the Ministry Area unless it's properly authorised and is clearly in the Ministry Area's interests; this also includes anyone who is financially connected to you, such as a partner, dependent child or business partner
  
4. Manage your Ministry Area's resources responsibly. You and your co-MAC members should put appropriate procedures and safeguards in place and take reasonable steps to ensure that these are followed. Otherwise you risk making the Ministry Area vulnerable to fraud or theft, or other kinds of abuse, and being in breach of your duty. You must act responsibly, reasonably and honestly. This is sometimes called the duty of prudence (see 'What does being a MAC member mean' above also). Prudence is about exercising sound judgement. Practically, you and your co-MAC members must:
  - a. make sure the Ministry Area's assets are only used to support or carry out its purposes
  - b. not take inappropriate risks with the Ministry Area's assets or reputation
  - c. not over-commit the Ministry Area
  - d. take special care when investing or borrowing
  - e. comply with any restrictions on spending funds
  
5. Act with reasonable care and skill. As someone responsible for governing a Ministry Area, you:
  - a. must use reasonable care and skill, making use of your skills and experience and taking appropriate advice when necessary
  - b. should give enough time, thought and energy to your role, for example by preparing for, attending and actively participating in all MAC meetings

6. Ensure your Ministry Area is accountable. You and your co-MAC members must comply with statutory accounting and reporting requirements. You should also:
  - a. be able to demonstrate that your Ministry Area is complying with the law, well run and effective
  - b. ensure appropriate accountability to members, if your Ministry Area has a membership separate from the MAC members
  - c. ensure accountability within the Ministry Area, particularly where you delegate responsibility for particular tasks or decisions to staff or volunteers

### Checklist

- I have signed a MAC (Trustee) declaration that I am a fit and proper person and am not barred from being a Charity Trustee.

## The Ministry Area Council (MAC) (Trustee Board)

### What is the MAC?

As we have seen, individual MAC members (Trustees) are the people who lead the Ministry Area and decide how it is run, and they do this primarily through their work on the Ministry Area Council (Trustee Board). The primary focus for the MAC (Trustee Board) is the overall management of the Ministry Area, which is the Charity. The members of the MAC are therefore the **Charity Trustees**. This is because the property within the Ministry Area, together with the money and other assets, are held by the MAC (Trustee Board) **ON TRUST** for the Ministry Area.

Whilst members of the MAC are mainly drawn from the churches within the Ministry Area, their role is not to represent that church but to manage the Ministry Area for the benefit of all who worship and live in the communities within the Ministry Area.

### Being eligible to join the MAC

You must be 18 years or over to be on the MAC (Trustee Board) and you will have been asked to make the following declaration:

***I, [full name], declare that I am a Communicant over eighteen years of age and that my name is properly entered on the electoral roll of this Ministry Area, that I will faithfully and diligently perform my duties as a Trustee during my year of office, and that I agree to accept and be bound by the Constitution of the Church in Wales.***

What are the main areas of focus for the work of the MAC?

The following is a list of the main areas of focus for the MAC.

**The MAC can delegate powers to the sub-committees to work on these different areas, but the ultimate responsibility always remains with the MAC and its members.**

1. Managing and raising Ministry Area finance (usually delegated powers to the Finance Sub-committee)
2. Property and buildings (usually delegated powers to the Property Sub-committee)
3. Strategic planning for church growth, worship and pastoral care in the Ministry Area (usually delegated to the Ministry Area Team)
4. Personnel (usually remains with the MAC)
5. Consideration and discussion of matters concerning the Church in Wales or otherwise of religious or public interest (usually remains with the MAC)
6. Production of necessary annual reports and accounts for the Charity Commission (usually remains with the MAC). (Registered charities must keep their details on the register up to date and ensure they send the right financial and other information to the Charity Commission in their annual return)
7. Annual review of the Electoral Roll and production of a new Electoral Roll every five years (in years ending with 2 or 7)
8. Ministry Area Policies - Every MAC is expected to have discussed and adopted policies which set out how the charity will run. These policies protect both the MAC members and the people working, volunteering and using the services of a charity. The Charity Commission requires charities to have some policies in place, and many grant-making organisations will require them too. ([The](#) Diocese, through your MAA will help with the provision of templates).

### Making decisions as a MAC

MAC members (Charity trustees) make decisions about their charity together, working as a team. Decisions don't usually need to be unanimous as long as the majority of MAC members agree. In the event of a split decision, the Chair has the casting vote.

Decisions are usually made at MAC meetings (see Section 3 below), either in person or online. Some decisions can be delegated, though the responsibility for decisions remain with the MAC members.

When you and your co-MAC members make decisions about your charity, you must:

- act within your powers
- act in good faith, and only in the interests of your Ministry Area
- make sure you are sufficiently informed, taking any advice you need
- take account of all relevant factors you are aware of
- ignore any irrelevant factors
- deal with conflicts of interest – there are two types of conflict of interest – financial and loyalty
- make decisions that are within the range of decisions that a reasonable trustee body could make in the circumstances

You should record how you made more significant decisions in case you need to review or explain them in the future.

#### How the MAC operates

Terms of Reference of the MAC (Trustee Board - from the Church in Wales Constitution)

1. The MAC MUST meet at least four times a year (see appendix 2 for Meeting Rules and Agenda Template).
2. It is a DUTY of the Ministry Area Team (MAT) and MAC (Trustee Board) to consult together and co-operate in all matters of concern and importance to the Ministry Area.
3. If the information is not laid out in the Constitution of the Church in Wales, the MAC is responsible for deciding how it will operate. Things the MAC may wish to determine could include:
  - The number of sub-committees
  - The powers delegated to those sub-committees
  - The expected outcomes from those sub-committees
  - Limits on spending put on those sub-committees
  - How spending above those limits should properly be referred to the MAC
4. The MAC is the normal channel of communication between parishioners and the Bishop. In the exercise of its functions the MAC shall:
  - Take into consideration any expression of opinion by any properly constituted church meeting
  - Consider collaborating with other MACs in order to make better use of resources or avoid duplication

- Have regard for the environmental impact of the Ministry Area’s activities
- Identify any potential risks where the Ministry Area’s strategic aims, objectives and direction may cause problems
- Employment policies. If the MAC is responsible for employing staff – e.g. youth worker, organist or vergers - the MAC must adhere to employment law

### Composition of the MAC

The members of the MAC are the trustees of the Ministry Area. The MAC is composed of:

1. Ex-officio members as set out in Church in Wales Constitution
2. Elected members (voted on)
3. Co-opted members (invited on)

#### Ex-officio Members

- i. Clergy (unless otherwise agreed between the MAC and the potential ex-officio members)
- ii. Any full-time stipendiary (or salaried) lay workers
- iii. Ministry Area Churchwardens

#### Elected Members

- iv. Elected via the Annual Vestry Meeting, the number of elected members must not exceed twenty-five lay persons
- v. The number of elected members is to be fixed at the Annual Vestry meeting every year.
- vi. Representation must be *invited* from all churches within the Ministry Area although it is recognized that not all churches will provide representation.

#### Co-opted Members

- vii. The MA Secretary and MA Treasurer (if not already either ex-officio or elected lay members).
- viii. Up to 7 lay persons or clerics, as determined by the MAC (including the above).
- ix. Licenced readers as determined by the MAC.

When co-opting additional trustees the Church In Wales Constitution definition of a Ministry Area should be borne in mind: “The promotion of the

whole mission of the Church, pastoral, evangelistic, social and ecumenical". Consideration should be given to the following:

- The number of Trustees already present (a smaller body would benefit from strengthening its members)
- The skillset/knowledge of current members (there may be gaps that other church members can be identified to fill)
- Larger churches will have a larger pool of active and enthusiastic members who will add value to the MAC
- The proportion of clerical to lay representation. As a shared leadership, lay representation should be equal to or greater than clerical membership.
- The inclusion of representatives to provincial or diocesan bodies (e.g. governing body member, diocesan conference member etc.)
- Representation from significantly active sub-committees (e.g. a property sub-committee that has several ongoing initiatives)
- Representation from significant MA initiatives (e.g. a MA-wide pilgrimage project)

The reason for co-option and the voting result should be documented in the MAC minutes.

### Eligibility

- Retired clerics are not eligible to be elected or co-opted.
- The number of clerical members must not be more than the number of the lay members.
- Every lay member of the MAC must be on the Electoral Roll of the Ministry Area and over 18 years of age. This age restriction is required by Charity Law, however, other persons may be invited to attend and to speak at meetings.
- All members must be eligible to act as Trustees and sign the Charities Commission declaration.

### Specific Roles on the MAC

#### Chair of the MAC

- A Chair of the MAC should be elected from the members of the Board (and is anticipated to be a lay member)
- The Chair shall preside over MAC meetings

- The Chair has a casting vote in the event of an equality of votes
- The Chair of the MAC may be an ex-officio member of sub-committees of the MAC

### Ministry Area Leader

The MAL will lead and support the MA in a fully collaborative way by drawing on the skills and abilities of MA colleagues. He or she will be a 'first among equals' and lead the ministry team in a manner that reflects mutual respect and where all members are encouraged to develop and flourish.

The MAL will:

- have a servant approach to leadership and be a focus of unity for the whole MA.
- lead by example in their commitment to MAL training and ministerial development.
- be an enabler and encourage the MA team in their ministry through a culture of lifelong learning and professional development.
- oversee the Ministerial Development Review of clerical colleagues.
- ensure effective administration in partnership with funded MA administrative support.
- arrange and chair MA team meetings.
- make an important contribution towards the appointment to new posts in the MA, including the appointment of Chair of the MAC.
- ensure that stipendiary clergy are aware of and comply with the rules in relation to clergy incapacity and provide pastoral support to the MA team as appropriate, accessing diocesan support where necessary.
- manage any problems which arise and if required, consult with the Archdeacon.
- meet with fellow MALs for informal discussion and mutual support.

The MAL will also oversee vacancies in the MA and will be required to:

- manage affairs of the church(es).
- consult and make arrangements for church services during the vacancy.
- work alongside and support church sub-wardens in what can be an anxious time.
- assist the Bishop's Staff as necessary in the process of making a new appointment.

## Ministry Area Churchwarden

To be foremost in representing the laity in the Ministry Area and in consulting and co-operating with the MAC through the following:

- **Leadership:** Working with the Ministry Area Leader and MAC (of which MA Wardens are ex officio members) to ensure that Ministry Area strategy is appropriately implemented.
- **Support:** Exercising a particular role of support to and care for the Ministry Area Leader.
- **Bishop's Officer:** Being in attendance when the Bishop is present in the Ministry Area and in the case of any difficulty which cannot be resolved by the MAC dealing directly with the Archdeacon or Bishop.
- **Administrative:** With support from the MA Administrator, ensuring that the Annual Returns are completed on request and by the due date each year.
- **Enabling and Encouraging:** Enabling and encouraging the Churchwardens in each local community in their task and, in the case of sickness or vacancy, making sure that duties are carried out.
- **Vacancy:** Cooperating and collaborating with the MAC and the Archdeacon during a vacancy for the Ministry Area Leader.
- **Worship:** If exceptional circumstances require, it is customary for a Warden to lead worship in a church, using either the Ministry of the Word from the Holy Eucharist or Morning or Evening Prayer with the Readings for the Day.

## MA Secretary

- With support from the MA Administrator, the Secretary will:
- bring any correspondence relating to MAC business to the MAC meeting for discussion and/or action.
- send names and addresses of Ministry Area Wardens and individual Churchwardens to the Diocesan Office.
- circulate the agreed agenda prior to MAC meetings and the Annual Vestry Meeting of the Ministry Area.
- Take minutes of the meeting and circulate them following the meeting, to an agreed timeframe.
- Ensure that copies of the minutes are agreed and signed at the following MAC meeting.
- Complete and return requests for information from other bodies such as the Diocesan Office or the Charity Commission.



- The MAC Secretary may be assisted in the role with the appointment of a deputy secretary.

#### Ministry Area Administrator

- The Ministry Area Administrator (MAA) provides administrative support to the MA as required. This may range from communications, data management, maintaining service rota's, diary management etc.
- Sharing of good practices, policies, resources and processes through the administrators network to support the MAC in its operation and statutory compliance.
- Some Ministry Areas have the MAA take minutes of the MAC meetings, along with the Finance Sub-committee and Property Sub-committee as well. This ensures the smooth flow of information between the MAC and its sub-committees.
- The MAA is a paid employee of the Diocesan Board of Finance and is therefore not eligible to be an officer or trustee of the Ministry Area. They should participate in the MAC meetings but have no vote.

#### MA Treasurer

- The MAC shall annually appoint a treasurer (and a deputy treasurer) to administer the Ministry Area finances.
- The Ministry Area Treasurer may act as the chair of the Finance Sub-committee or may appoint another member. It is encouraged that the other members of the Finance Sub-committee should be the treasurers appointed by the individual church committees.
- The Ministry Area Treasurer may act as the representative to the Diocesan Ministry Share Working Group, or the MAC may appoint another member of the Finance Sub-Committee.
- The Ministry Area Treasurer will ensure, with the MAC, that MA Annual Accounts are produced, audited and supplied to the Charities Commission and Church in Wales in a timely manner. They may be supported in this by the Ministry Area Administrator.
- The Ministry Area Treasurer will provide a copy of the accounts of the churches to the MAC to allow the MAC to display them near the principal door of the churches and every other building in the Ministry Area used for public worship and belonging to the Church in Wales for a period including the two Sundays immediately preceding the day of the Annual Vestry Meeting.

- A full description of the role and duties of both the Ministry Area Treasurer and the Church Treasurers can be found in the Ministry Area Finance Toolkit.

#### Ministry Area Gift Aid Secretary (MAGAS)

- This may be combined with the MA Treasurer role.
- The Ministry Area Gift Aid Secretary receives the Gift Aid and GASDS schedules from the Church Gift Aid Secretaries and submits the claims, via the Government Gateway, to HMRC. The claim is then repaid to the church.

#### Ministry Area Safeguarding Co-Ordinator

- Point of contact to advise on safeguarding matters relating to children and adults at risk
- Ensure advice is sought and proper referrals are made where necessary
- Maintain regular contact with the Provincial Safeguarding Officer (PSO) regarding safeguarding
- Promote safe practices and compliance with safer recruitment e.g. facilitating DBS checks and signposting to, and monitoring compliance with, Safeguarding Training
- The MA Safeguarding Coordinator is the link between the Diocesan Office and the Ministry Area in relation to Safeguarding.
- Signpost to the Safeguarding policy and procedures when required.

#### Ministry Area Electoral Roll Officer

The MA Electoral Roll Officer collates the information given by each church in the Ministry Area into the Electoral Roll. They also provide information about documentation and timescales.

#### Other Roles on the MAC

The MAC may also wish to appoint to some/all of the following roles:

- ✓ MA Training Coordinator
- ✓ MA Information Coordinator
- ✓ MA Schools Advocate
- ✓ MA Communications Coordinator

## Ministry Area Representation

Representation from each MAC will be invited to be members of the following bodies:

- The Governing Body of the Church in Wales
- The Diocesan Conference
- The Diocesan Standing Committee
- The Diocesan Board of Finance (Full Board)

Their responsibility at these meetings will be to offer their Ministry Areas' opinion and experience on matters of discussion; to direct the vision, mission and strategy of the Diocese; and to feedback the respective bodies work to the MAC.

## Sub Committees of the MAC

### The Ministry Area Executive (MAE)

#### Accountability

The Ministry Area Executive is a sub-committee of the MAC, and its Terms of Reference are determined by the MAC. This may include a delegated budget.

#### Membership

Ex-officio members of the MAC will be (MAL, MA Churchwardens, MA Administrator, MA Treasurer, Full-time stipendiary (or salaried) lay workers, MAS, MAT Chair.

Additional members may be appointed by the MAC, either from within its membership or wider Ministry Area.

#### The Chair of the Ministry Area Executive

The Ministry Area Executive will appoint a chair from the members, usually the Chair of the MAC.

#### Frequency of Meetings

The Ministry Area Executive meets as and when necessary to deal with matters arising.

#### Reporting

The business of the Ministry Area Executive outside the routine setting of the MAC meeting agenda shall be circulated to all MAC members, usually via the MA Administrator.

## What does the Ministry Area Executive do?

### The Ministry Area Executive

- Sets the agenda for the MAC meetings
- Makes day to day decisions for the smooth running of the Ministry Area, within its terms of reference

### The Property Sub-committee

#### Accountability

The Property Sub-committee is a sub-committee of the MAC, and its Terms of Reference are determined by the MAC.

#### Responsibility

The Property Sub-committee shall be responsible for the care of all buildings within the Ministry Area, including (but not limited to) the making of applications for Faculties in accordance with the Constitution, always taking into consideration the pastoral and financial implications of the care and repair of all buildings and property in and for the Ministry Area as a whole. The committee will be responsible for reviewing Quinquennial reports and recommending maintenance and strategic building plans to the MAC for authorisation. In conjunction with localised church committees, it will ensure that all legislative duties are completed, including health and safety works.

#### Remit

To support and advise individually and/or collectively all the church committees in the Ministry Area relating to buildings and properties.

- To receive pre faculty proposals for consideration and comment
- To put in place delegated spending limits for building work
- To ensure appropriate oversight arrangements are in place for building projects
- To receive annually on behalf of the Ministry Area copies of the following
  - Buildings Survey
  - Most recent Quinquennial Inspection Report “Recommended Repairs”
  - Most recent insurers risk assessment
  - Health and Safety Policy
  - Equality Act Audit
  - Churchyard/grounds maintenance policy
  - Hiring Policy

- liaise with the Diocesan Office regarding information relating to current and available funds and grants
- report to MAC on a regular basis

### Officers

The Property Sub-committee shall appoint its own Minutes Secretary and be chaired by a Chair appointed from its members.

### Membership

Membership of the Property Sub-committee will be determined by the MAC, although each Church Committee will be invited to provide representation. The main criteria for being on the Property Sub-committee should be the ability to discuss proposed works to properties.

The Chair of the Property Sub-committee will be a member of the MAC and report on the work of the Property Sub-committee to the MAC. They may chair the meetings of the Property Sub-committee or may delegate this to another member.

A quorum for meetings shall be decided by the MAC.

### Reporting

Minutes of all meetings of the sub-committee shall be circulated to all sub-committee and MAC members.

*(See Appendices 4, and the MA Property Toolkit for more information on how the Property Sub-Committee carries out its work)*

### The Finance Sub-committee

The Finance Sub-committee has delegated powers to have oversight of all financial matters of the Ministry Area and to make recommendations on those matters to the MAC. They do this by:

- ensuring up to date financial information using Finance Coordinator/MyFundAccounting reports are available for each MAC meeting
- ensuring that where a church is unable to appoint a treasurer, that financial management in that church is being done by some other means (e.g. by one treasurer looking after more than one church, or the use of a data-inputter).
- working together to prepare a fair and reasonable church by church contribution to the Ministry Share
- receiving from each Church Committee a budget projection, together with reports on their finances

- receiving from each Church Committee timely end of year accounts in accordance with current provisions of the Charities Act and the Church in Wales constitution
- giving consideration to any other relevant financial matter requiring the attention of the MAC
- assisting churches in claiming their Gift Aid and GASDS through a central Government Gateway and the role of the Ministry Area Gift Aid Secretary (MAGAS)
- providing annual accounts which have been Independently Examined, for the consideration of the MA Easter Vestry and for submission to the Charity Commission by 31st October

### Officers

The Finance Sub-committee shall appoint its own Minutes Secretary and be chaired by either the Ministry Area Treasurer or a Chair appointed by the Ministry Area Treasurer.

### Membership

Membership of the Finance Sub-committee will be Church Treasurers plus the Ministry Area Treasurer if not a Church Treasurer. Other MAC members with appropriate financial skills may also be appointed to the sub-committee by the MAC.

The Ministry Area Treasurer will be a member of both the MAC and the Finance Sub-committee. They are responsible for reporting back to the MAC on matters of finance.

The Ministry Area Treasurer may chair the meetings of the Finance Sub-committee or may delegate this to another member.

A quorum for meetings shall be decided by the MAC.

### Frequency of Meetings

The Sub-committee shall meet at least four times a year between MAC meetings.

### Reporting

Minutes of all meetings of the sub-committee shall be circulated to all sub-committee and MAC members.

### Useful Links

More details about how Ministry Area finance is managed can be found in the Ministry Area Finance Toolkit.

## The Ministry Area Team (MAT)

### Accountability

The Ministry Area Team (MAT) is a sub-committee of the MAC with delegated powers of developing and delivering the ministry strategy for the MA. It should be noted that licenced members of the MAT are licenced by and responsible to, The Bishop for their respective ministries.

### Responsibility

The Ministry Area Team shall be responsible for overseeing and delivering all aspects of ministry in the furtherance of spiritual, numerical and missional growth across the MA.

### Remit

- putting prayer (and especially prayer for growth) at the heart of the work of the Ministry Area
- providing a diverse offering of worship styles
- ensuring that the timing of worship is strategic and accessible
- encouraging new forms of worship
- encouraging growth in both established and new forms of worship
- encouraging and empowering lay ministry in its various forms
- seeking out new opportunities to reach the unchurched and the dechurched
- reporting to the MAC on a regular basis

It is a **DUTY** of the Ministry Area Team (MAT) and MAC to consult together and co-operate in all matters of concern and importance to the Ministry Area.

### Officers

The Ministry Team (MAT) shall appoint its own Minutes Secretary and be chaired by the Ministry Area Leader.

### Membership

The MAT is a fully collaborative team, drawing on the skills and abilities of both lay and ordained. Membership is ex-officio only and cannot be directed by the MAC. It will include all those with a ministerial role. These may be:

- All licenced clergy (stipendiary and non-stipendiary)
- Children, Youth & Family Workers
- Licenced Lay Readers

- Licenced Lay Pastoral Visitors
- Licenced Lay Worship Leaders
- Members of Chaplaincy Teams (e.g. Anna Chaplains)

It should be noted, that licenced members of the MAT are licenced by and responsible to, The Bishop for their respective ministries.

### The Chair of the Ministry Area Team

The Ministry Area Leader will chair the MAT although they may delegate this to another member if they wish. The Ministry Area Leader will report back to the MAC.

A quorum for meetings shall be decided by the MAT.

### Frequency of Meetings

The MAT shall meet at least four times a year between MAC meetings.

### Reporting

Minutes of all meetings of the MAT shall be circulated to all MAC members.

### The Church Sub-committees

There may be a Church Committee for each church in the Ministry Area, or one committee to cover several churches if that serves the local context better. This is a matter for discussion between the MAC and the local congregations. The MAC members should be always mindful that their responsibility is to the smooth and effective running of the Ministry Area.

### Accountability

The Church Committees are sub-committees of the MAC, and its Terms of Reference are determined by the MAC.

### Officers

The Church Committee shall appoint its own Church Treasurer and Secretary.

### Membership

Membership of the Church Committee will be determined by the church congregation, in collaboration with the MAC.

### The Chair of the Church Sub-committee

The Church Committee will appoint a chair from their members.



## Frequency of Meetings

The Church Committees shall meet at least four times a year between MAC meetings, unless otherwise decided by the MAC.

## Reporting

Copies of any written reports from each Church Committee meeting shall be delivered to the Ministry Area Leader within seven days after each meeting. The MAC member from that church will provide verbal report as required to the MAC.

## What do the church sub-committees do?

- The congregation of each church to be responsible for the day to day running of their church, and other church buildings within their former parish. They may do this by forming a Church Committee.
- Each congregation is delegated the powers to appoint up to 2 sub-wardens, or provide other adequate supervision to deal with local matters and report back to the MAC.
- Each congregation is to appoint a Treasurer.
- The Church Committees (as sub-committees of the MAC) or others appointed by the congregation, have delegated powers to deal with local matters, to insure all their buildings and to pay the required premiums.
- The Church Committees (as sub-committees of the MAC) or others appointed by the congregation, have delegated powers for the repair, maintenance and the payment of all utility bills for churches, halls etc. within their boundary, providing that a church does not spend more than £5,000 on a single invoice, without referring the matter to the MAC (or the Property Sub-committee according to Ministry Area rules and regulations).
- Each Church is to prepare an annual budget.
- Each church is invited to nominate one lay member of their congregation for membership of the MAC. This member will be a Trustee of the MAC and an ex officio member of the Church Committee.

## Checklist

- I understand that being a member of the MAC (Trustee Board) is a legal responsibility and that I am responsible for the assets and liabilities of the Ministry Area.
- I understand how the MAC (Trustee Board) fits in with the overall operation of the Ministry Area.
- I understand how the MAC (Trustee Board) will organise its meetings

- I understand that some members of the MAC (Trustee Board) will have additional roles to undertake.
- I accept that whilst the MAC (Trustee Board) can delegate powers, it cannot delegate responsibility.
- I have read the policies and procedures that have been adopted to underpin the work of the MAC (Trustee Board)

With grateful thanks the Diocese of St Asaph, who's Toolkit documents assisted in producing this guide.

# Appendices

## Appendix 1 – Trustee Eligibility Declaration



**CHARITY COMMISSION**  
FOR ENGLAND AND WALES

### Trustee Eligibility Declaration

PLEASE COMPLETE USING BLOCK CAPITALS AND BLACK INK (complete additional forms if you have more than 4 trustees)

Organisation name (Your organisation name as it appears in your governing document)

Total number of trustees your organisation has

Trustee 1	Trustee 2	Trustee 3	Trustee 4
Name <input type="text"/>	Name <input type="text"/>	Name <input type="text"/>	Name <input type="text"/>
Signature: <input type="text"/>	Signature: <input type="text"/>	Signature: <input type="text"/>	Signature <input type="text"/>
Date <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	Date <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	Date <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	Date <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>

**Working with vulnerable groups**

Tick this box if your organisation works with vulnerable people (including children) and you declare that you have:

- Read and understood the Charity Commission's safeguarding guidance
- Carried out all trustee eligibility checks the law requires and on the basis of those checks are satisfied that the people acting as trustees are both eligible and suitable to act as trustees of this charity

**Corporate Trusteeship**

Tick this box if your organisation has a corporate trustee (another organisation which acts as trustee such as a local authority) and its directors are making this declaration)

**Personal benefit**

If your organisation pays (or will pay) any trustee for being a trustee OR any trustee or person connected to them for providing goods and services, you declare that this will:

- be in the organisation's best interests
- be lawful and authorised
- help the organisation carry out its purposes (or be a necessary by-product of it carrying out its purposes)

**Trustee eligibility and responsibility**

By completing and signing this form, you declare that you:

- are willing to act as a trustee of the organisation named above
- understand your organisation's purposes (objects) and rules set out in its governing document
- are not prevented from acting as a trustee because you:
  - have an unspent conviction for one or more of the offences listed here\*
  - have an IVA, debt relief order and/or a bankruptcy order
  - have been removed as a trustee in England, Scotland or Wales (by the Charity Commission or Office of the Scottish Charity Regulator)
  - have been removed from being in the management or control of any body in Scotland (under relevant legislation)
  - have been disqualified by the Charity Commission
  - are a disqualified company director
  - are a designated person for the purposes of anti-terrorism legislation
  - are on the sex offenders register
  - have been found in contempt of court for making (or causing to be made) a false statement
  - have been found guilty of disobedience to an order or direction of the Charity Commission

**You also declare that:**

- the information you provide to the Charity Commission is true, complete and correct
- you understand that it's an offence under section 60(1)(b) of the Charities Act 2011 to knowingly or recklessly provide false or misleading information
- your organisation's funds are held (or will be held) in its name in a bank or building society account in England or Wales
- you will comply with your responsibilities as trustees - these are set out in the Charity Commission guidance 'The essential trustee (CC3)'
- (if applicable) the primary address and residency details you provide in a charity registration application are correct and you will notify the Charity Commission if they change

\* [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/820804/Disqualification\\_Reasons\\_Table\\_v2.odt](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/820804/Disqualification_Reasons_Table_v2.odt)

## Appendix 2 – MAC (Trustee Board) Meetings

Dates for all MAC meetings, including the Annual Vestry Meeting should be set and communicated in November of the previous year. Sub-committees hold their meetings between the MAC meetings.

### Template Agenda for MAC (Trustee Board)

#### **Meeting - Date, Time & Place**

1. Opening Prayers
2. Attendance & Apologies
3. Safeguarding
4. Conflicts of Interest/Loyalty
5. Notice of AOB agreed in advance to Chair
6. Minutes of the last MAC Meeting
7. Reports of Sub-committees
  - a. Finance
  - b. Property
  - c. Executive
  - d. Ministry Team
  - e. Church Committee Minutes
8. Feedback from Provincial & Diocesan meetings:
  - a. Governing Body of the Church In Wales
  - b. Diocesan Conference
  - c. Diocesan Standing Committee
  - d. Diocesan Board of Finance (Full Board)
9. Matters Arising not otherwise on the agenda
10. Date of next meetings

## Getting reports to the MAC Members (Trustees) before the MAC (Trustee Board) meetings

1. Sub-committees meet (around standard agenda) and draft minutes are produced.
2. Draft minutes are submitted to the MAC before the next MAC meeting.
3. Recommendations are brought to MAC for approval or amendment. When necessary, recommendations may be sent round by email to MAC members for approval prior to the next meeting.
4. Sub-committee minutes are finalised following the MAC meeting.

## Proxy Attendance

If any MAC member is unable to attend a meeting, they may appoint a proxy to attend the meeting and cast votes on their behalf. It is recommended that the proxy should be either a member from the Supplemental List or, if there is no such list, be the Chair of the MAC.

A proxy appointment will be valid for one MAC meeting, and the MAC member should be fully aware that their proxy should be a trusted person as the MAC member will retain responsibility for how the proxy votes at the MAC meeting they attend.

### MINISTRY AREA COUNCIL PROXY FORM

I ..... (name of Trustee Board member

Cannot attend the meeting of the Trustee Board (MAC) on ..... (date)

**And hereby nominate**

Chair of the Trustee Board to act as my Proxy

OR

..... (name of Proxy)

..... (email of Proxy)

Signed

..... Trustee Board Member .....

(Date)

*Please complete this form and email to the Trustee Board (MAC) Secretary or MA Administrator. If a signed version cannot be sent, please email a copy without signature. The signed version of this form should be brought to the meeting.*

## Appendix 3 – MAC Member (Trustee) Conflicts of Interest

Each Ministry Area should develop and adopt a Conflict of Interest Policy to underpin good practice in this regard.

There are two types of conflict of interest – financial conflict and loyalty conflict.

### Financial Conflicts

These conflicts happen when a MAC member, or person or organisation connected to them, could get money or something else of value from a MAC member decision.

Financial conflicts for a MAC member happen if your charity is deciding whether to:

- pay the MAC member for doing their trustee role (more than their expenses)
- employ or pay the MAC member, or their relative, for some work at your charity, or its trading company
- sell, loan or lease charity assets (land or anything else the charity owns) to the MAC member
- buy, borrow or lease charity assets from the MAC member
- buy goods from a business owned by the MAC member. It still counts as a conflict, even if your charity would get a good deal for its money.

### Loyalty conflicts

These conflicts are not about money or other MAC member benefits. They happen when, for other reasons, a MAC member might not be able to make decisions that are best for the charity.

Some common examples

They can happen if the charity's decision involves a person or organisation linked to a MAC member. For example:

- the MAC member's employer
- another charity where they are a trustee
- the organisation that appointed them as a trustee
- their relatives or friends

There can be a conflict because the MAC member's responsibility (or loyalty) to the other organisation or person could compete with their responsibility to the charity.

Conflicts can affect all types of charities. But you must identify and deal with them properly.

All of you must do this, not just the MAC member with the conflict. Otherwise, you will not meet your joint legal responsibility to make decisions:

- based only on what's best for your charity
- without influence from your personal interests

For information on how to deal with conflict, visit Managing conflicts of interest in a charity - GOV.UK ([www.gov.uk](http://www.gov.uk))

## Appendix 4 – How does the property Sub-committee carry out its work?

- Complete and maintain a survey/gazetteer to ascertain all the property for which the MAC has responsibility. This might include churches, vacant churches, Pilgrim Churches, church halls, churchyards, houses (especially those that are held as investments and are let out), commercial property (which might be held as an investment), car parks, Holy Wells, and other miscellaneous land or property.
- Work with the Archdeacon, MAC, Diocesan Churches Inspector, Diocesan Churches and Pastoral Committee and Diocesan Office to develop a strategic plan for property within the MA, to be agreed and signed-off by the MAC, and form recommendations and decisions in this light.
- Receive the Quinquennial Inspections for all churches in the Ministry Area alongside the MAC help to ensure that urgent matters are attended to as required.
- Support and advise the MA Churchwardens and Sub- Wardens in the carrying out of their duties in relation to property and ensure there is a regular routine inspection and maintenance plan in place for all property in the Ministry Area. Report to the MAC accordingly.
- Help to ensure that the MA Churchwardens and Sub Wardens have access to sufficient information and knowledge to enable them to perform their roles in relation to the management of the properties in their care.
- Review all plans to embark on non-emergency repairs or projects prior to application for a faculty, (note - we would often recommend that pre-application advice be sought from the Diocesan Churches Inspector and/or DAC prior to progressing a project to full application stage).
- Review and form recommendations to the MAC, with strategic oversight, on proposed faculty applications prior to submission.
- Ensure that all buildings are properly insured.