



WALKING ALONGSIDE YOU.

MISSION PARTNER SUPPORT PACK

Information and resources needed from an
initial contact with SU through to becoming
a fully linked Mission Partner.

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INTRODUCTION

This Mission Partner Body Support Pack is designed to equip Mission Partners with the information, guidance, and practical resources needed to move confidently from an initial enquiry through to becoming a fully linked Mission Partner Trust. It is intended to be both a reference document and a supportive guide, helping partners navigate what can be a complex but valuable journey into sustainable, well-governed mission.

This pack has been brought together from a number of previously separate documents that were historically shared as a set. It is intended to function as an "information centre" for mission partners, which can be accessed and used at different stages and in different situations, rather than being read as a single, linear document. In the past, these resources would have been distributed on a CD for ongoing reference; in the same way, this document is designed to be kept and consulted as needed.

This pack brings together a comprehensive collection of materials to support the formation, governance, and ongoing operation of Mission Partner Bodies. It includes guidance on setting up a new charity or ministry, forming and equipping trustee boards, establishing strong governance structures, understanding HR and employer responsibilities, and preparing for the appointment and support of a Mission Partner Worker. Taken together, these resources aim to promote confidence, clarity, and good practice at every stage.

Underpinning this support is Scripture Union's commitment to relational, step-by-step partnership. The Mission Partner Scheme exists to strengthen and sustain the work of local children's and youth charities by walking alongside them from the earliest exploration of an idea, through establishment and governance, and on into growth, expansion, and long-term sustainability.

PEOPLE SUPPORTING YOU

The Mission Partner coordinator and Regional Teams act as key links into the wider support and resources available within Scripture Union. Offering advice, training, regional and national support.

MISSION PARTNER COORDINATOR

Bex Jignasu is the Mission Partner Coordinator for Scripture Union, working nationally across England and Wales to support, strengthen, and grow the mission partner community. Her role centres on building strong partnerships that enable life-changing, face-to-face ministry with children and young people, particularly those who do not yet know Jesus.

Bex works closely with mission partners to build trusting, supportive relationships, ensuring they feel connected, encouraged, and well resourced. She provides guidance and oversight for the mission partner scheme, supporting good practice and helping to maintain consistency and quality across partnerships.

She also coordinates national systems that support mission partner ministry and produces reporting that demonstrates impact and informs future development. Alongside this, Bex contributes to national training, development, and encouragement opportunities, and regularly meets with mission partners, volunteers, and trustees to listen, learn, and work collaboratively.

As the main point of contact for mission partners and trustees, Bex provides ongoing support, guidance, and connection. Working closely with trustees, she helps coordinate partner reviews, supports good governance and best practice, and arranges training opportunities to equip trustees in their role. Bex also creates opportunities for networking and shared learning, bringing mission partners together to build relationships, share experience, and encourage one another.

REGIONAL TEAMS

Regional teams play an important role in supporting Mission Partner workers by offering encouragement, practical guidance and a wider perspective on local mission. Their relationship with Mission Partners is best understood as a supportive consultancy: they are alongside the work, able to understand its aims and challenges, while remaining outside the day-to-day management of the Mission Partner body.

This support is designed to complement, rather than replace, the line management and mentoring provided by the Mission Partner organisation.

Key areas of support

- Envisioning, encouraging and equipping Mission Partners for effective mission with children and young people.
- Assisting Mission Partners to explore what the Revealing Jesus vision means in their local context.
- Sharing relevant resources, training opportunities and examples of good practice.
- Encouraging personal development by identifying possible training, learning or mentoring opportunities.
- Helping Mission Partners build connections with similar local, regional or national work and organisations.

Overall our staff teams' role is to help Mission Partners feel supported, resourced and connected as they develop local mission – combining encouragement with practical insight while respecting the leadership and responsibilities of the Mission Partner body.

ESSENCE OF MISSION PARTNER SUPPORT

The SU Mission Partner Scheme exists to strengthen and sustain the work of local children's and youth charities by offering relational, step-by-step support at every stage of their development – removing unnecessary obstacles, building confidence and capacity, and enabling mission-focused organisations to flourish in their context.

INITIAL INTEREST AND SET-UP

Initial meeting – An initial meeting with Scripture Union staff to discuss the vision, explore the viability of the idea, and provide space to ask questions – clarifying purpose, expectations, and potential next steps.

Follow-up meeting with a wider interest group – A follow-up meeting involving a broader group of stakeholders or supporters, designed to build shared understanding, test local appetite, strengthen buy-in, and help shape the emerging direction.

Support with birthing and forming a Mission Partner Body – Practical, hands-on support to help establish a Mission Partner Body. Scripture Union can visit groups, offer trusted advice, share relevant contacts, suggest ways to raise interest locally, and speak at public meetings.

Help with forming a charity – Clear, step-by-step guidance through the key legal and practical requirements of establishing a charity, including advice on choosing the right legal form and navigating application processes and regulatory bodies.

Support with vision-sharing and staffing processes – Assistance in articulating and communicating the vision clearly, alongside practical support for early staffing needs – shaping roles, drafting job descriptions, advertising posts, and developing fair appointment procedures.

Draft employment policies provided – Access to compliant, ready-to-use draft employment policies covering key areas of employment law, supported through Scripture Union's HR solicitor web portal.



ONGOING MISSION PARTNER BODY SUPPORT

Online general information for trustees – Access to clear, up-to-date guidance on governance responsibilities, safeguarding, financial oversight, compliance, and good charity practice.

Use of Scripture Union's name and logo – Permission to use the Scripture Union name and logo, in line with agreed guidelines – providing credibility and communicating the nature of the partnership.

Advertising new posts on the SU website – Opportunities to advertise staff and key volunteer roles on the Scripture Union website, reaching a wider, mission-aligned audience.

Presence at interviews – A representative of Scripture Union is normally invited to be part of the interview panel for key appointments. The final decision remains local.

Use of SU's online DBS checking system – Access to Scripture Union's secure online system for processing DBS checks for trustees, staff, and volunteers.

Regular reviews with the trust – Ongoing review meetings focusing on governance, vision, and strategic direction – space for reflection, encouragement, challenge, and forward planning.

Access to Keelys Employment Solicitors – Continued access to specialist employment law advice through Keelys Employment Solicitors – contracts, policies, complex situations, and best practice.

Training and networking days – Annual training and networking events for Mission Partner Body members – learning, sharing experience, and connecting with other trusts doing similar work.

Visits by Scripture Union link staff – Regular visits from designated Scripture Union link staff, offering encouragement, practical support, and a relational connection.

Open lines of communication – Ongoing, open access to the Mission Partner Coordinator for advice, conversation, problem-solving, and support.

Regular mailings – Regular communications from Scripture Union including updates, news, resources, and relevant information.

Online discounts on SU resources – Access to discounted Scripture Union resources online.

NEW WORKER SUPPORT

Introduction from regional staff – A structured introduction led by regional Scripture Union staff to welcome new Mission Partner workers into the partnership – an overview of Scripture Union's ministry, values, and ways of working, and how the partnership shapes and supports the role in practice.

Training and support – Access to a range of training courses, learning opportunities, and conferences. As part of the partnership commitment, Mission Partner workers are expected to attend appropriate Scripture Union training to ensure shared understanding, good practice, and alignment with SU's mission, theological framework, and safeguarding standards.

Scripture Union link – Each Mission Partner worker is allocated an existing Scripture Union staff member as a dedicated point of contact for their first two years – visiting the worker in their context and offering professional advice, pastoral encouragement, and reflective support.

ONGOING WORKER SUPPORT

Network meetings — Opportunities to meet regularly with other Scripture Union staff and Mission Partner Workers from the wider geographical area — usually termly — for fellowship, mutual encouragement, shared learning, and prayer.

Annual conference — Invitation to attend the annual Scripture Union Ministry Conference — teaching, worship, reflection, and shared learning around mission, discipleship, and ministry with children and young people.

Regular mailings — Regular communications containing updates, resources, news from other staff and Mission Partners, and practical guidance for day-to-day roles.

Access to support from the SU office — Ongoing access to support and advice from the Scripture Union office as needs arise — financial or administrative matters, planning weekends away or Christian holidays, and general advice drawn from SU's experience.

SUPPORT FOR REVIEWS

As part of good practice, all charities should regularly review their vision, strategy and governance to ensure they remain effective, faithful to their purpose, and fit for the future. These reviews provide a valuable opportunity to pause, reflect, and consider how well current structures and priorities support the organisation's mission and calling.

Scripture Union can provide guidance and support with these reviews — contact the Mission Partner Coordinator or your Regional Leader to discuss how SU can help facilitate a review in any of these areas.

The purpose of this review is to give you (the trustees), and us (the trustees together with SU), a structured opportunity to share feedback, insights, and reflections on what is working well and where there may be scope for growth or change. It is also a space to prayerfully discern any God-led direction that may be of benefit not only to your Mission Partner but also to SU more widely.

Responses to the review questions can be provided either in written form or through a discussion involving the Chair and trustees. The approach can be shaped in a way that best suits your context and capacity. Ahead of the evaluation meeting, trustees are encouraged to take time to reflect prayerfully on the questions provided, approaching the process with honesty, openness, and a willingness to listen.

HR SUPPORT FROM SCRIPTURE UNION

Scripture Union provides Mission Partners with access to our HR solicitors for specialist advice and guidance. You can contact them for support on any HR matter, including employment contracts, policies, performance management, and difficult people issues.

We also provide access to their online portal, where you can log in and download a range of template HR policies for your own use and adapt them to your organisation as needed. Please contact the Mission Partner Coordinator for more information on how to access this support.

SU ONLINE DBS CHECKING SYSTEM

Scripture Union provides access to an online DBS checking system. This system can be used to carry out DBS checks for workers, volunteers, and trustees. There is no administration fee for accessing or using the system, although the DBS fee itself is passed on for checks relating to paid positions. Please contact the Mission Partner Coordinator for more information.

PARTNERSHIP FRAMEWORK: REVEALING JESUS

This partnership brings together Scripture Union's Revealing Jesus framework and the complementary strengths of each Mission Partner to work with local churches to reach and nurture children and young people through every stage of their faith journey.

Grounded in research and long-term relational mission, the partnership exists to mobilise and equip adults (faith guides) who can walk alongside young people, enabling them to encounter Jesus, grow in faith, and flourish within supportive Christian communities.

SHARED VISION AND VALUES

- Revealing Jesus in ways that are relational, relevant, and culturally appropriate for today's children and young people.
- Supporting the whole faith journey, recognising that faith typically develops through identifiable stages rather than isolated moments.
- Working collaboratively with local churches and volunteers to achieve sustainable, long-term impact.

STRATEGIC FRAMEWORK – FOUR KEY STAGES IN THE FAITH JOURNEY

CONNECT

Building trusted relationships and meaningful points of contact that introduce Christian identity and faith in accessible ways.

EXPLORE

Creating safe spaces to engage with the Bible, ask questions, and deepen understanding of Jesus and the Christian faith.

RESPOND

Offering clear, invitational opportunities for children and young people to respond personally to Jesus, often through a gradual process rather than a single event.

GROW

Developing culturally appropriate worshipping communities where faith can be nurtured, expressed, and sustained within the life of the local church.

ROLES AND CONTRIBUTIONS

Scripture Union will:

- Provide the Revealing Jesus framework, research insights, and mission principles.
- Equip and support Mission Partners through training, resources, and ongoing guidance.
- Ensure theological integrity and alignment with Scripture Union's mission to reveal Jesus to the next generation.

The partner charity will:

- Contribute complementary expertise, networks, and resources aligned with one or more stages of the Revealing Jesus framework.
- Collaborate in designing and delivering activities, resources, or programmes that support children, young people, and volunteers.
- Strengthen local and regional reach by connecting churches and communities into the partnership's work.

WORKING WITH LOCAL CHURCHES AND VOLUNTEERS

Together, the partners will equip volunteers with practical tools and confidence for relational mission; support churches to create environments where young people are known, valued, and encouraged to grow in faith; and avoid one-size-fits-all approaches, recognising diverse contexts and starting points.

OUTCOMES AND IMPACT

- Increase the number of churches confidently engaging children and young people beyond their existing congregations.
- See more children and young people connect with Jesus, explore faith meaningfully, respond personally, and grow within Christian community.
- Build a sustainable movement of well-supported Faith Guides contributing to long-term spiritual growth across communities.

REVIEW AND DEVELOPMENT

The partnership will be reviewed regularly to ensure it remains aligned with the shared vision, responsive to emerging needs, and effective in helping churches reveal Jesus to the next generation. Learning, reflection, and prayer will underpin ongoing development and future planning.



"Scripture Union has been a great support to Graceworks as a Mission Partner. Graceworks has benefited from support such as DBS checking system, various training programs, Christian resources, and conferences." **Dupsy Adefioye - Graceworks**

SETTING UP A CHARITY

To establish a Mission Partner Body with charitable status, you must register with the Charity Commission. Its website provides comprehensive, step-by-step guidance on setting up and registering a charity, including how to determine your charitable purposes, choose an appropriate structure, and complete the online registration process.

RESPONSIBILITIES OF TRUSTEES

The Trustees/Directors of a Mission Partner Body are legally responsible for ensuring the charity is well-governed and compliant. Their core duties include:

Meeting legal requirements – Ensuring the charity complies with charity law, employment law, safeguarding, and all relevant regulatory and policy obligations.

Ensuring proper use of funds – Overseeing finances to ensure all money is used solely to further the charity's purposes and is managed responsibly.

Providing oversight and management – Ensuring effective governance of the charity's operations, including supervision of employees, volunteers, and service delivery.

TRUSTEES / DIRECTORS

Current Charity Commission guidance continues to require a minimum of three trustees for any registered charity. However, it is widely recommended that boards include a broader mix of skills and perspectives, often between 5 and 10 trustees, to ensure resilience, shared responsibility, and effective oversight.

To support good governance, trustees may delegate work to subcommittees aligned with specific skill sets or operational areas – such as Finance, Personnel, Safeguarding, Fundraising, or Communications. These committees should be chaired by a trustee; meet regularly and report clearly to the full board; and draw on additional volunteers or experts as needed.

Such structures help distribute workload, strengthen accountability, and support the charity in meeting both regulatory expectations and best-practice standards.



Who are the Trustees/Directors?

Accepting a Trustee or Directorship role within a charity can feel like a significant responsibility. Current Charity Commission guidance emphasises that trustees must understand their legal duties, make informed decisions, and ensure good governance across all areas of the charity's work.

Trustees/Directors of a Mission Partner Body are responsible for governing the organisation, overseeing its management, and ensuring it fulfils its charitable purposes. Trustees must be over 18 and must meet the legal eligibility criteria set out in charity law. They must also act collectively to make decisions that are in the best interests of the charity and those it serves.

Qualities needed to serve

- Commitment to the charity's purposes
- Good judgement
- Willingness to learn
- Ability to work well with others
- Understanding of financial stewardship and safeguarding responsibilities

A balanced mix of skills across the trustee board is considered best practice. Not all trustees need every skill, but the board collectively should be equipped to handle governance, finance, safeguarding, personnel oversight, and strategic planning.

Newly appointed Trustees/Directors

New trustees should receive appropriate induction and training to help them understand their responsibilities without overwhelming them. Current guidance highlights the importance of making trustees aware of their legal duties; the charity's governing documents; the structure of meetings and decision-making; and financial and safeguarding obligations.

Trustees may come with varied levels of experience. A thorough, supportive induction process ensures all new members can contribute confidently and fulfil their roles effectively.

"Scripture Union's Mission Partner scheme was invaluable during Artless Theatre Company's transition from a small ministry trust into a registered charity. Their team generously shared practical resources, model documents, safeguarding guidance, and expertise... Opportunities such as performing at Scripture Union's 150th anniversary celebrations ultimately led to major milestones for our ministry, including performing for the Queen and appearing on Songs of Praise."



Johnathan Maltz - Artless Theatre Company

SUGGESTED ROLES AND SKILLS FOR MISSION PARTNER BODIES

A helpful guide, not a rigid model, to support healthy governance, clear accountability, and sustainable leadership. Different Mission Partner Bodies develop at different paces, and not all roles or committees will be needed immediately.

RECOMMENDED TRUSTEE ROLES

Chair — Provides leadership and ensures effective governance.

Secretary — Oversees administration, record-keeping, and communication.

Treasurer — Manages financial oversight and reporting.

COMMITTEES (EACH CHAIRED BY A TRUSTEE)

Finance Committee — Oversees budgeting, payroll, insurance, and related financial responsibilities.

Fundraising Committee — Leads fundraising activities and/or coordinates promotional efforts.

Safeguarding Committee — Oversees safeguarding policy and practice.

Promotion Committee — Raises awareness of the Mission Partner's work among churches and supporters.

Prayer Coordination — Manages prayer communications, prayer meetings, and prayer support networks.

Personnel Committee — Supports and reviews both employed and voluntary workers, including line management responsibilities.

Vision and Development Group — Helps shape long-term strategy and future direction.

Pastoral Care — Ensures the wellbeing of the worker, providing personal support beyond their day-to-day role.

NOTE These are not intended to be prescriptive, but to offer ideas for consideration as the team develops over time.

REQUIREMENTS FOR SMOOTH RUNNING

- Engaged Trustees/Directors committed to both the work and its responsibilities.
- Clearly defined roles, both general and task-specific.
- Sufficient board capacity, ideally 8–10 trustees/directors, to share workload effectively.
- Realistic, purpose-driven goals that combine vision with achievable planning.
- Healthy financial management, including reliable cash flow and appropriate reserves.
- Adequate facilities, equipment, and resources.
- Strong communication channels between trustees, workers, and supporters.
- Clear lines of accountability, with committees reporting to the full board and the worker well-supported.

PRESSURES ON MISSION PARTNER BODIES

Mission Partner Bodies may face a range of challenges that affect their ability to function effectively. Common pressures include:

Employer responsibilities and role clarity — Trustees, supporters, and workers may lack a full understanding of their responsibilities as employers, leading to confusion or inconsistency in practice.

Need for active participation — Mission Partner Bodies rely on engaged, proactive members. When individuals become passive or "sleeping partners," the workload and decision-making become strained.

Limited personnel — A shortage of trustees or committee members can place excessive pressure on those currently serving, reducing capacity and resilience.

Financial constraints — Insufficient funding can restrict the scope of ministry, hinder long-term planning, and increase stress on both trustees and workers.

Changing external contexts — Shifts within education, churches, and the broader community can alter expectations and affect the nature of the worker's role.

Growing workload — As ministry opportunities expand or operational demands increase, the volume of work can become overwhelming, requiring careful prioritisation.

Broad scope of opportunity — The sheer range of possible ministry activities can make it difficult to focus, plan strategically, or manage resources effectively.

Challenges involving the worker — Difficulties may arise from personal, relational, or professional issues affecting the worker, requiring sensitive and proactive support.

CHAIR OF TRUSTEES / DIRECTORS

The role of Chair should be read alongside the general Trustee/Director role description. The Chair is elected by the trustee board in accordance with the governing document and remains accountable to the board while being authorised to act on its behalf where appropriate.

Purpose

Working in line with the purpose of all Trustees/Directors, the Chair provides leadership that ensures: the Mission Partner Body is governed effectively and meets its charitable purposes; clear communication flows between trustees, staff, and committees; committees are empowered, active, and aligned with the charity's aims; and governance practices comply with current Charity Commission expectations around good decision-making, oversight, and risk management.

Accountability

In line with the Charities Act and the governing documents, the Chair is accountable to the full board of Trustees/Directors and must operate collectively with them. The Chair may delegate tasks – but retains responsibility for ensuring that delegated work supports good governance and sound decision-making.

Leadership & governance

- Provide leadership in setting the charity's vision, strategy, and policies, ensuring alignment with charitable purposes.
- Ensure board meetings are well-planned, purposeful, and compliant with the governing document.

Board management

- Consult with trustees on the delegation of responsibilities, including committee leadership and membership.
- Appoint a Vice-Chair in consultation with the board when appropriate.
- Support a culture where trustees collectively make informed, balanced, and compliant decisions.

Staff & operational relationships

- Build effective working relationships with staff, ensuring strong links between governance and operations.
- Support oversight of staff performance at board level.
- Encourage open communication and healthy information flow between trustees and staff.

Representing the charity

- Represent the Mission Partner Body at meetings, events, and external functions as required.
- Serve as an appropriate spokesperson, modelling the charity's values.

Handling governance processes

- Participate in grievance and appeals procedures in line with established policies.
- Ensure decision-making processes are fair, documented, and compliant with regulatory expectations.

TRUSTEES — PURPOSE AND FUNCTIONS

Trustees are responsible for providing effective governance and oversight of the Mission Partner Body. They act collectively and are accountable to one another and to the charity under its governing documents and the Charities Act. Trustees may delegate authority but never responsibility.

Responsibilities include

- Setting and safeguarding the charity's vision and strategic direction.
- Ensuring accountability to supporters, beneficiaries, and other stakeholders.
- Monitoring, evaluating, and reporting on the charity's impact and performance.
- Overseeing public relations, representation, and reputation.
- Providing appropriate oversight of staff and volunteer management.

Legal responsibilities

Trustees must ensure compliance with the governing document; charity law; company law (if applicable); and safeguarding, employment, and other statutory requirements.

Collective activities

- Encourage the engagement of volunteers, staff, churches, and supporters in shaping the mission and long-term vision.
- Ensure all resources are used responsibly, solely to advance the charity's purposes.
- Set policy, goals, and performance measures.
- Safeguard the Mission Partner Body's reputation and values.
- Maintain effective administration and financial stability.
- Appropriately oversee staff performance, wellbeing, and development.

Requirements for all trustees

- Integrity, good judgement, and commitment to the charity's purposes.
- Understanding of the Mission Partner Body's potential contribution to Christian ministry.
- Knowledge of the legal duties, responsibilities, and liabilities of trusteeship.
- Willingness to devote adequate time for meetings, preparation, and ongoing learning.
- Ability to work collaboratively and communicate effectively.

Additional skills and experience

Collectively, trustees are expected to bring a diverse mix of skills: biblical and theological understanding; experience relevant to the ministry; governance and voluntary sector management; people management; setting and evaluating targets; interdenominational church experience; IT and digital communication; education or training; financial management; fundraising; legal insight; marketing and PR; HR, recruitment, and employment law.

TOOLS & TEMPLATES

CHECKLISTS, FORMS & **PLANNERS**

The procedures checklist, Gift Aid declaration, time plan and self-assessment — ready to copy and adapt for your Mission Partner body.

CHECKLIST OF PROCEDURES — STARTING UP & ONGOING

Based on the Charity Commission's guidance on trustee duties, governance, meetings, finances, and regulatory compliance (CC3, The Essential Trustee). This list can seem daunting at first — help and advice on all actions listed can be sought from the Mission Partner Coordinator at Scripture Union.

	WORKING TOWARDS	COMPLETED	REVIEWED
LEGAL REGISTRATION			
Charity registration / Company or CIO number (structure must comply with governing document and charity law)	☐	☐	☐
Governing document adopted and filed (constitution or articles)	☐	☐	☐
TRUSTEES / DIRECTORS			
Trustee application and eligibility checks (including safeguarding & disqualification checks)	☐	☐	☐
Trustee reference forms	☐	☐	☐
Trustee DBS checks — where role or responsibilities require it	☐	☐	☐
SAFEGUARDING & HR			
Safeguarding policy compliant with Commission guidance (in place before activity begins)	☐	☐	☐
Safer recruitment procedures for staff/volunteers (including DBS)	☐	☐	☐
HR policies (grievance, disciplinary, health & safety)	☐	☐	☐
FINANCIAL SETUP			
Bank account with appropriate controls and minimum two signatories	☐	☐	☐
Payroll, NI, and pension provision (complying with employment law)	☐	☐	☐
Financial controls policy, budgeting, reserves plan	☐	☐	☐
Gift Aid and fundraising compliance (aligning with CC20 guidance)	☐	☐	☐
INSURANCE			
Public liability insurance	☐	☐	☐
Employers' liability insurance (required if employing staff)	☐	☐	☐
Trustee indemnity insurance — optional but recommended	☐	☐	☐
Equipment/asset insurance	☐	☐	☐

	WORKING TOWARDS	COMPLETED	REVIEWED
POLICIES REQUIRED			
Privacy & Data Protection Policy aligned with ICO expectations	☐	☐	☐
Risk Management Policy (required under trustee duty to manage risks)	☐	☐	☐
Health & Safety Policy	☐	☐	☐
GOVERNANCE PRACTICES			
Governance review (annual)	☐	☐	☐
Vision/strategy review (annual)	☐	☐	☐
Conflicts of interest register maintained and reviewed (mandatory)	☐	☐	☐
Regular trustee meetings with agendas, minutes, and evidence-based decision-making	☐	☐	☐
RECRUITMENT PROCEDURES			
Job description & person specification	☐	☐	☐
Application form & confidential declaration	☐	☐	☐
Safer recruitment steps completed (ID checks, references, DBS, safeguarding)	☐	☐	☐
Interview procedures and selection criteria recorded	☐	☐	☐
Terms & conditions issued (employment law compliant)	☐	☐	☐
REPORTING & COMPLIANCE			
Annual accounts prepared according to 2026 SORP tier thresholds (Tier 1–3)	☐	☐	☐
Independent examination/audit requirements applied using 2026 thresholds (IE > £40,000; audit > £1.5m)	☐	☐	☐
Annual return & reporting submitted to Charity Commission	☐	☐	☐

GIFT AID — GUIDANCE AS OF 2026

A Gift Aid Declaration is a donor's written (paper, online, or verbal-with-record) confirmation that: the donor wants the charity to treat this donation and any donations they make in the future, or have made in the past four years, as Gift Aid donations.

Key information

- Gift Aid adds 25% to eligible donations. For every £1 donated by an individual UK taxpayer, a charity can claim an additional 25p from HMRC.
- A donation qualifies if it is a genuine gift of money; made by an individual who has paid (or will pay) sufficient UK Income Tax or Capital Gains Tax to cover the Gift Aid reclaimed; and the donor has completed a valid Gift Aid Declaration.
- There is no minimum donation amount for Gift Aid (the old £250 rule was abolished years ago).
- Companies no longer use Gift Aid for donations. Company gifts are treated differently under Corporation Tax rules.
- Donors outside the UK may only use Gift Aid if they pay UK tax. From April 2024, Gift Aid applies only to UK charities; EU/EEA-based charities no longer qualify.

Donor tax responsibility

The donor must ensure they have paid enough UK tax in the tax year to cover the Gift Aid reclaimed by all charities they donate to. If they have not paid enough tax, the donor – not the charity – must pay the difference to HMRC.

Declarations – current requirements

A Gift Aid Declaration must include: the name of the charity; the donor's full name and home address; identification of the gift(s) being covered; and a statement confirming the donor has paid or will pay enough UK tax to cover the claim.

Declarations can be one-off or enduring (covering future gifts until cancelled); must be linked clearly to the donation for audit purposes; and must be accompanied by an explanation of the donor's tax responsibility. If a donor changes their name or address, the charity can simply update their records; a new declaration is not required.

Record-keeping

Charities must keep Gift Aid records for at least 6 years after the relevant accounting period. Ongoing or multi-year declarations should be retained while donations continue.

"Small print" that must accompany declarations

HMRC requires that donors are informed: they must have paid enough tax to cover the Gift Aid claimed; they are responsible for paying any shortfall; and they should notify the charity if their tax status or personal details change.

GIFT AID DECLARATION

Boost your donation by 25p for every £1 you give

Gift Aid is reclaimed by the charity from the tax you pay for the current tax year. Your address is needed to identify you as a current UK taxpayer.

DONOR DETAILS

TITLE	FIRST NAME(S)	SURNAME

FULL HOME ADDRESS

POSTCODE

YOUR DECLARATION

I want *(Mission Partner Body name)* to claim Gift Aid on this donation and any donations I make in the future or have made in the past four years, until I notify you otherwise.

By signing below, I confirm that: I am a UK taxpayer and understand that if I pay less Income Tax and/or Capital Gains Tax than the amount of Gift Aid claimed on all my donations in that tax year, it is my responsibility to pay any difference. I will notify the charity if my name or home address changes or if I no longer pay sufficient tax.

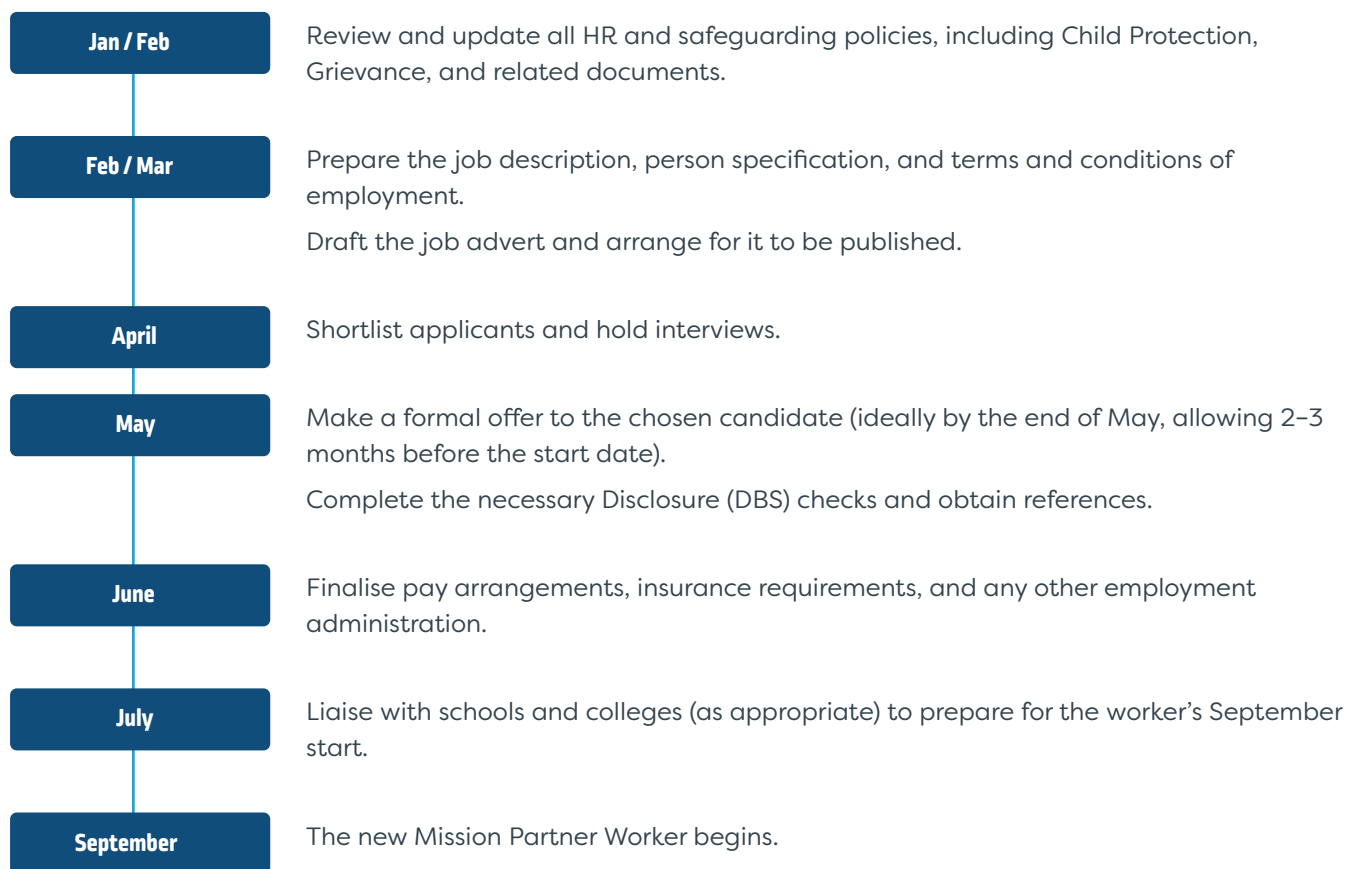
SIGNATURE	DATE

Please return this form to: *(Mission Partner Body name, address including postcode and charity number)*

NOTES FOR DONORS	Gift Aid applies only to donations from individuals who have paid enough UK Income Tax and/or Capital Gains Tax to cover the amount reclaimed. Donations from non-UK taxpayers (including EU/EEA donors after April 2024) are not eligible. You can cancel your declaration at any time; it will then apply only to future donations. If you change your name or address, the charity can update its records without needing a new declaration.
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TIME PLAN FOR APPOINTING A MISSION PARTNER WORKER

For a September start — a six-month preparation period.



NOTE Each stage depends on the completion of the previous steps, although the order may vary slightly based on local circumstances. This timeline is a guide and reflects the minimum recommended preparation period.

THE MISSION PARTNER BODY AND THE WORKER

The nature of the relationship: employer/employee (the formal and legal foundation), friendship (genuine rapport strengthens trust), line management (clarity here prevents confusion or strain), and supporter (consistent interest and pastoral concern for the worker).

Elements required for a healthy relationship

- Mutual trust and understanding
- Clear aims and objectives
- Openness and honesty
- Consistent, open communication channels

Practices that strengthen good relationships

- Regular meetings with the Line Manager and Trustees/Directors
- A supportive pastoral group
- A culture of fairness, openness, and honesty
- Ensuring the worker is not isolated
- Regular reviews and appraisals, including updates to the job description
- Open communication through talking, listening, and prayer
- Timely and constructive feedback about work practices
- Early intervention when concerns arise
- Clear Discipline and Grievance policies
- Strong links between the Mission Partner Body and schools, including headteachers
- Encouragement that builds on strengths and supports areas for growth
- Realistic expectations about workload

When things begin to deteriorate

- Pray. Communicate openly – listen carefully and speak honestly.
- Focus on facts and avoid subjective or emotive reactions.
- Maintain fairness and transparency. Revisit Discipline and Grievance policies.
- Seek help from an advocate, Scripture Union, or a neutral party.
- Listen thoroughly before making decisions. Rely on God's wisdom, courage, and guidance.

If a fresh start is needed

- Take time to rebuild trust; work intentionally to overcome previous difficulties.
- Give and receive forgiveness.
- Continue encouraging strengths and addressing weaknesses.
- Pay close attention to detail; review progress more frequently than before.

HELPFUL GUIDANCE FOR THE EARLY MONTHS

- Get to know the worker before they begin their role.
- Arrange for them to meet their predecessor if appropriate.
- Avoid filling their diary too quickly – this can create unrealistic expectations.
- Allow space for the worker to familiarise themselves with the area and assess schools before making commitments.
- Help schools and supporters understand that time for preparation, administration, study, and reflection is essential.
- Support a worker who has moved into the area by helping them find a suitable church.
- Provide information about local churches and show interest in how they settle.
- Encourage exploration of the local area – this is part of their work.
- Introduce them to key local people, and help them build initial networks.
- Allow time for visits to other Scripture Union staff or Mission Partners as part of induction.
- Decide how you want them to report back – written diaries, engagement sheets, or review forms can help track work and support prayer.
- Offer regular feedback and assist them in setting achievable goals.
- Ensure they take appropriate days off and holidays to avoid burnout.

RECOMMENDATIONS FOR SCHOOLS WORKERS

- Build a team from local churches to engage in schools' ministry.
- Develop strong, long-term relationships with schools to gain trust.
- Follow a step-by-step approach: strengthen your relationship with the school; build interest within the local church; train and work alongside the local team; when ready, allow the team to take the lead while you offer support from a distance; review progress regularly.
- Maintain a well-stocked resource bank for your own use and to support others.
- Limit the number of schools you work in so you can offer focused, high-quality ministry.
- Include variety in your weekly work patterns to maintain balance.

TIME MANAGEMENT TIPS

- Set realistic weekly targets and review them at the end of each week.
- Monitor how your time is spent and check for balance.
- Aim to be more proactive than reactive. Protect time for preparation.
- Discuss time sheets with your Line Manager.
- Hold informal, termly review meetings to reflect on the past term, plan ahead, review targets and priorities, and explore long-term ideas for the ministry.

REGULAR SELF-ASSESSMENT TO SHARE WITH YOUR LINE MANAGER

Answer each question with reference to work and events since your last meeting.

WORK

- What were the high points? What were the low points?
- What were your personal goals? How well did you do in meeting them?
- What forms of feedback did you receive on your ministry?
- What could you do more of?

PERSONAL LIFE

- How is the quality of your study and prayer life?
- How are you coping personally with the pressures of ministry and the risk of burnout?
- How can we best support you in any areas where you are struggling?

ASPIRATIONS

- Which areas of ministry do you feel most passionate about?
- Are there any ministry aspirations you are not pursuing, and is there a reason you would like to discuss?

FRUSTRATIONS

- What have been your greatest sources of frustration? What have been your greatest disappointments?
- Are there any interpersonal issues that are causing tension or difficulty?

CORE RESPONSIBILITIES AND QUALITIES

- Makes time for regular meetings and is available for phone conversations when needed.
- Offers consistent help and support, creating a safe environment for honest conversations.
- Listens well and encourages the worker.
- Provides a balanced perspective, especially when the worker is frustrated or struggling.
- Introduces the worker to key people in the area – ministers, diocesan staff, community contacts.
- Offers practical help, such as signposting useful resources, office supplies, or local contacts.
- Gives guidance with diary planning, workload management, and time-management skills.
- Takes notes during meetings and provides constructive and helpful feedback.
- Acts as an accountability partner and supports longer-term vision planning.
- Recognises the importance of prayer in the role.
- Maintains confidentiality and is trustworthy.
- If not a trustee/director, attends meetings where appropriate to provide support.

Additional considerations

In the first term or year, aim for very regular meetings – ideally weekly – to help the worker settle in. Early on, the worker may particularly appreciate being introduced to key local people and being shown where resources and materials can be found, especially if they are new to the area. Social invitations (meals or informal gatherings) can help build strong relationships and ease isolation.

REFLECTIONS FROM MISSION PARTNER WORKERS

One worker shared that working in a Christian environment can sometimes make it feel difficult to express frustration or dissatisfaction. However, it is important to seek support - whether from the Line Manager, SU link person, or someone outside the situation, rather than struggling alone. Starting a new job can feel overwhelming, so be patient with yourself as you learn what the role requires.

Another worker noted that working alone - particularly in a quiet or isolated office - can be challenging. Social interaction matters. If the office location leads to isolation, raise this with the trustees. In this case, the worker moved to an office in a local Christian bookshop, which increased costs but provided daily interaction and made a significant positive difference to their wellbeing.

SALARIES AND GENERAL ORGANISATIONAL STRUCTURES

As trustees explore the introduction of salary scales and clearer organisational structures, it can be helpful to draw on recognised external guidance. Establishing fair, transparent pay frameworks and well-defined roles can support both accountability and good governance, while also helping organisations to attract and retain staff.

Scripture Union is not able to provide direct advice or consultancy on salary setting or organisational design. However, we are glad to signpost mission partners to a range of reputable organisations and resources that offer guidance, benchmarking tools, and general employment information. These sources can help trustees and leaders consider good practice, sector norms, and legal responsibilities when reviewing pay and structures.

Salaries and pay scale links

- Glassdoor – both free and chargeable advice ([glassdoor.co.uk](https://www.glassdoor.co.uk))
- Brightmine – free and paid-for service and advice ([brightmine.com](https://www.brightmine.com))
- Hays – Salary Guide 2026 and free salary checker tool ([hays.co.uk](https://www.hays.co.uk))

General HR and organisation structure information

- Keelys webinars – general employment information ([keelys.co.uk](https://www.keelys.co.uk))
- Civil Society – advice for charity leaders, trustee training and training for charity professionals ([civilsociety.co.uk](https://www.civilsociety.co.uk))

RECRUITING VOLUNTEERS FOR SCHOOLS AND YOUTH WORK

Recruitment is most effective when it is specific, relational, and safe. The goal is to invite the right people into clearly-defined roles that fit their availability, skills, and motivations – while following good safeguarding practice for work with children and young people.

Start with clear roles (make it easy to say "yes")

- Write role descriptions that are short and concrete: what they will do, when, where, who they report to, and what "good" looks like.
- Offer different commitment sizes (weekly, fortnightly, one-off events, term-time only) so people can start small.
- Separate frontline and behind-the-scenes roles (e.g., mentoring vs. admin, refreshments, set-up, transport coordination).
- State support and training upfront so volunteers know they won't be left to figure it out alone.

Find the right people (not just more people)

- Start with relationships. Personal asks are usually the highest-converting – match the person to the role ("I thought of you because...").
- Build a recruitment pipeline. Keep a simple list of potential volunteers and follow up at natural moments.
- Look in multiple places: parents/carers, school staff, alumni, local churches, community groups, universities, workplace volunteering schemes.
- Use clear public invitations linked to a specific role and time commitment.

Craft the invitation

- Lead with purpose. Explain the impact on young people in simple language.
- Be transparent about expectations: time, location, term dates, boundaries.
- Lower the barrier to enquiry. Offer a named contact for an informal conversation before any forms.
- Use stories. Short examples of what volunteers actually do can be more compelling than a list of tasks.

Safer recruitment and safeguarding

- Follow your organisation's safeguarding policy and the school/setting's requirements.
- Screen appropriately for the role: application, conversation/interview, references, and identity checks.
- Complete the right checks before starting (for example DBS where required) and keep records securely.
- Train all volunteers in safeguarding, boundaries, reporting concerns, and safe working practice.
- Start with supervised or shadowing sessions until the volunteer is confident.

NOTE Requirements vary by role and setting. Always align with your safeguarding lead and the host school's procedures.

Make the process simple and welcoming

- Enquiry: respond quickly; invite a short conversation.
- Role match: clarify availability, strengths, and any concerns; recommend a role.
- Safer recruitment steps: complete checks, references, and required training.
- Induction: explain the programme, boundaries, routines, key contacts, and what to do if something goes wrong.
- First month support: shadowing, weekly check-ins, and quick feedback loops.

Retain volunteers from day one

- Give a great first session. Ensure the volunteer is expected, welcomed, introduced, and has something meaningful to do.
- Provide a named supervisor — one clear point of contact.
- Keep communication predictable. Confirm dates, changes, and term plans early.
- Celebrate contribution. Thank people often and specifically.
- Review commitments at agreed points so people can adjust without guilt.

GUIDELINES FOR WORKING WITH AND RETAINING VOLUNTEERS

- Build team and community. Create teams, help volunteers form friendships, and make space to have fun together.
- Keep the vision clear. Regularly connect tasks to the bigger purpose.
- Recognise and affirm. Encourage, praise, and thank volunteers.
- Communicate well with timely, relevant updates.
- Show personal interest. Offer pastoral support and check in.
- Commission and welcome publicly so volunteers feel valued and trusted.
- Provide resources: the equipment, information, access, and budget needed to do the role well.
- Clarify the role in writing with responsibilities, boundaries, and support contacts.
- Train and equip with initial and ongoing training.
- Empower responsibility. Give real responsibility and trust volunteers to contribute ideas.
- Meet regularly — but lightly. Supervise through regular check-ins without overloading.
- Agree time commitments for specific lengths of time and review regularly.
- Prevent burnout. Rotate duties, share the load, relieve people before exhaustion builds.
- Address conflict early, promptly and fairly.

LINKS Further guidance: NCVO (ncvo.org.uk/help-and-guidance/involving-volunteers) and GOV.UK (gov.uk/guidance/involving-volunteers-in-your-organisation).