

# SONS ARISE!

## Session 11

Conferences  
and Intensives  
[www.freedomarc.org/sonsarise](http://www.freedomarc.org/sonsarise)



Freedom  
Apostolic Ministries

# Establishing Spiritual and Legal Governance

# Create a Constitution

- Use your blueprint to set the governance of your organisation
- Set the ethos and how it will be protected
- Define membership rules and rights
- How decisions will be made

# Create a Constitution

- Authority and executive powers
- Limit Liabilities
- Define clearly mission and purpose – objects
- Rules for changing the constitution

# Maintain spiritual oversight

- Benches, mountains and members
- Trustees, directors, staff, employees
- How will it work in practice?

# Organisational Structures

- What suits you?
- No right or wrong but you must future proof
- Understand your risks – due diligence
- The scale of your vision should be matched by the strongest organisational framework – do not be tempted to choose the easy option
- Ensure people and assets are properly protected

# What powers do you need?

- Accept donations
- Employ staff or directors
- Own tangible assets/land
- Borrow money/mortgage/lease

# What powers do you need?

- Trade – buy and sell
- Contract (e.g. provide a service)
- Grant/give away
- Hold a bank account



# Common structures - UK

- Club or society
- Trust
- Charitable Incorporated Organisation
- Charitable Company Limited by Guarantee
- Limited Company

# Not for Profit structures USA

- Non Profit corporations
- Trusts – not a separate legal entity
- Unincorporated associations
- Limited Liability Company (LLC)

# Club or Society

- Ideal for small groups with a small project
- Simple to set up
- Needs a constitution - committee
- Personal liability
- No ability to contract
- Bank accounts held in personal names
- Contracts done by committee members

# Trust

- Formal version of a club/society
- Members agree to act as a group
- Can be a charity
- No ability to contract
- Cannot borrow
- Trustees have personal liability

# Charitable Incorporated Organisation

- Not a company
- Incorporated through Charity Commission – simplified governance. Charity number issued on set up
- Limited liability for trustees
- Asset lock
- Can contract and borrow
- Cannot become a company
- Suitable for small to medium organisations

# Charitable Company

- Limited liability
- Registered at Companies House and issued charity number
- Legal entity – can contract, borrow and own assets
- Well understood
- No asset lock
- Can cease to be a charity and still exist

# Limited Company by Guarantee

- Private limited company
- No shares, limited by a members' guarantee
- Employ
- Trade
- Contract, borrow and own assets
- Distribute or reinvest profits
- Cannot accept “donations”

Your blueprint can help you decide

- Governance and authority – long term view
- Activities – services, contractual arrangements
- Work with other organisations
- Liability and risk
- Managing assets, including money
- Charitable, Social Enterprise or For Profit



## Be wise – seek advice

- Lay good foundations
- Humility is essential – don't be too proud to ask
- Collaborate – you may go fast alone, but you will go far together
- Accept you must render unto Caesar what is Caesar's

## Be wise – seek advice

- Value advice and honour it financially – free is not always good
- Have an excellence mindset
- Learn from the mistakes of others
- Don't reinvent the wheel
- Avoid “not invented here” syndrome

# What will see you through?

- Knowing your mandates and authority
- A clear vision and mission – blueprint
- Clear governance – roles and responsibilities defined
- A collaborative attitude – draw people to you – share

# What will see you through?

- Passion and heart – determination in the face of obstacles
- Good organisation, management and administration
- Christian Passion, Professional Excellence – doing everything to the highest standard

What does a blueprint  
look like?

# What does a blueprint look like?

- A blueprint can be depicted as a map, or a journey, linking the activities/inputs of a ministry, programme, intervention or organisation to the outputs and intermediate and long-term outcomes experienced by members, service users, and other stakeholders

# What does a blueprint look like?

- Illustrates links between the activities you deliver and the changes you anticipate creating for beneficiaries. It requires you to explore your assumptions
- blueprint development is a process – a structured thinking process that allows groups to turn theories about what needs to be done into a pathway
- It's also a product – a document that illustrates the results of the blueprint process

# Developing a written blueprint – why bother?

- Making good decisions and plan services – understanding the links between the things that you plan to do and how they create change (both intended and unintended)
- Creates a clear strategy
- Tests your assumptions about your work – and acts as a check for what you do and don't do as an organisation – keeping you “on mission”



# Developing a written blueprint – why bother?

- Gets people involved – pull in different stakeholders to work together to shape and evaluate projects
- Identifying opportunities – for collaboration, partnership working, developing new services – release people to their destinies!
- Provides clarity for trustees, staff, users and other stakeholders – so everyone has a shared vision about what the organisation is seeking to achieve, how and for whom

# Developing a written blueprint – why bother?

- Building a name – a brand that speaks of your values and to the values of beneficiaries (yes, Jesus is our brand but you are his ambassadors)
- Monitoring what works – monitoring ensures you know what makes a difference and what needs changing
- A good blueprint will illustrate and explain everything about your project, but it must be capable of communicating your vision

# Developing a written blueprint – why bother?

- A visual representation of the project you want to see and how you expect it to come about – spiritually and earthly
- A benchmark for evaluation with measurable indicators of success identified (activities)
- An agreement among stakeholders about what defines success and what it takes to get there
- A powerful communication tool to capture the complexity of your initiative

# Developing a written blueprint – why bother?

- Your blueprint is likely to include a map, or series of maps, of your aims, outcomes and the activities and outputs that you believe will lead to your long-term aim
- This may be accompanied by a list of assumptions and a narrative demonstrating the linkages between different elements of the model

A note about Assumptions:

An assumption is a statement that is presumed to be true without concrete evidence to support it. In the business world, assumptions are used in a wide variety of situations to enable companies to plan and make decisions in the face of uncertainty.

# Clarifying assumptions

- You will have made a series of assumptions about your project's potential to achieve its specified outcomes.
- Recognising these assumptions helps you identify some of the critical factors affecting the success of your project.
- It will also help you to shape how you deliver your services. You will want to evaluate and track progress so it is important to document them.

# Clarifying assumptions

- There are different categories of assumption; the important ones are likely to be about the following:
  - People
  - Operational delivery
  - Jurisdiction

# Relational

- How do different areas of authority work together – mountains, benches, staff?
- Do you assume everyone will have the same level of commitment and passion?
- Have you assumed who will take what roles and responsibilities?
- What do you assume about your beneficiaries' behaviour?
- Just because people use the same words, do not assume everyone means the same thing!



# Operational Delivery

- Links between programme activities and the outcomes they are expected to produce – under- or over-estimating skills, resources, time needed, etc.
- What have you assumed about contextual or environmental factors that may influence whether outcomes are achieved?
- Unforeseen issues – legal, political, economic, social, opposition

# Jurisdiction

- Heavenly jurisdiction doesn't always match earthly jurisdiction
- Be sure you have understood boundaries
- Be aware of earthly structures that already have authority

# A note about using legislation

- Get or use the right laws to create the conditions for your mandate to manifest
- Use laws to create order, administration and peace
- Do not try to usurp or force
- Beware the law of unintended consequences

Remember the importance of mandates first

- If it isn't established in heaven it won't be established on earth
- You are aiming to create a shadow of a heavenly blueprint on the earth
- Your mandates will determine your success

Remember the importance of mandates first

- If you don't have one, get one or get out!
- The mandate gives access to the resources of heaven
- It produces favour on the Earth
- If you accept it, you are responsible for it!



# Freedom Apostolic Ministries

©2018 Freedom Apostolic Ministries Ltd.