

REBUILDING CONFIDENCE IN THE CHARITY SECTOR

INCLUDING KEYNOTE CONVERSATION WITH
STUART RODEN, CHAIR OF UNLOCKING POTENTIAL

JEWISH COMMUNITY TRUSTEES' CONFERENCE
WEDNESDAY 6TH JUNE 2018

**'Formal investigation into
charity over misconduct'**

**Another scandal further
damages our trust in Trustees**

A CRISIS TO END ALL CRISES

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DONATION TO CHARITIES**

**Britain's trust in
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CONTENTS

Being a Trustee – a great privilege	3
Baroness Stowell (New chair of the Charity Commission) Speaks out	5-9
The JVN Trustee Connection Service	10
Board Building Framework for the Jewish Community	11
Where to start – Trustee Duties	14-18

BEING A TRUSTEE IS A GREAT PRIVILEGE AND A GREAT RESPONSIBILITY

Jonathan Goldstein, Chair, Jewish Leadership Council

"... Being a trustee means making decisions that will impact on people's lives. Depending on what the charity does, you will be making a difference to your local community or to society as a whole".

Charity Commission CC3a, May 2018

A trusteeship is a great privilege. It is also a profound responsibility. Throughout my life, I have felt that it has been an honour and a duty to devote my time to, and share expertise with, the Jewish community. Working as a team with my fellow trustees, I derive immense satisfaction from the fact that, together with the professional team, we make a difference for our organisation and through it, to the wider community.

In the Jewish community, we have a particular responsibility to play our part - to carry the baton in the relay race to ensure British Jewry continues to thrive. Rabban Gamliel said in the Ethics of the Fathers: "Those who work for the community should do so for the sake of Heaven; for the merit of their ancestors shall aid them, and their righteousness shall endure forever".

There are around 2,300 organisations in the UK Jewish community and therefore

thousands of trustees who are giving of themselves and supporting different aspects of communal life in a very tangible way. All deserve our thanks and appreciation. The community could not operate as it does without them.

That's why it is so important that Lead and the Jewish Volunteering Network work to support trustees' development. Their commitment, as well as others, in this area is deeply appreciated. Moreover, their work is bespoke for the Jewish community. Whilst there is trustee development material available in the wider charity world, there is great value in supporting trustees in an environment in which their cultural context is understood and their particular needs can be met.

I wish all of us - trustees of our communal organisations - every success in this vital work. Thank you for everything you all give our community!

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NEW CHAIR OF CHARITY COMMISSION GIVES FIRST MAJOR SPEECH

Baroness Stowell addresses delegates at the annual conference of the National Council for Voluntary Organisations (NCVO) in London



What drives me, first and foremost, is the importance and immense potential of people's charitable endeavour for our society. Charity has a meaning and a value that is immeasurable, and lies beyond the sum of what individual charities achieve for their beneficiaries. It's a value that endures well beyond the reach of any organisational structure.


At its heart, charity is about attitudes, behaviours and qualities that unite us and that we can all sign up to. Qualities such as purpose, conviction, selflessness, generosity. Qualities that we admire when we see them in strangers, and that make us feel proud. So much so we look for ways to associate ourselves with people who display them: they are our fellow Brits, our family, friends and neighbours - whatever their race or religion. And they are qualities that make our communities stronger, and better.

This potential of charity to build meaning and to contribute to a healthy, successful society is profound. So it must be nurtured and promoted. And many of you do that, every day, as do the thousands of people who work alongside you in your organisations.

But we have a problem.

Some organisations that act as the vehicles of that charitable endeavour, namely the charities on the Commission's register, are no longer trusted automatically by the public to foster what it is I've just described.

And that means all charities can no longer expect the public to give them the benefit of the doubt. That's not just my



opinion. It's the conclusion of extensive, independent research, the latest of which is underway right now and will be published later this year.

I have seen some early findings. And they are sobering. They show that people now trust charities no more than they trust the average stranger they meet on the street. It is vital, in my view, that we understand why that is the case – and work together to change what's gone wrong so we can put it right.


Sir Stuart suggested earlier that increased public scrutiny of charities is part of a wider trend. And I agree with him.

We need to examine the problem through the same lens that we use to understand the decline in trust in big business and politics. People clearly are less trusting of institutions and of those in positions of authority than they once were. But that's not because our parents and grandparents were more naïve.

It's because people now have more evidence to prove their suspicions. They are more sceptical of those in powerful roles or in positions that were once associated with respect, because they can see or have experienced directly how those groups really have let them down.

The failings may manifest themselves in different ways. And in the worst cases we've seen people horrifically abuse and show contempt for the respected position that they hold. But whatever the failing, it adds up to people seeing and believing that those in charge of important institutions are running them in their own interests, for their own benefit.

Those organisations have lost sight of their purpose: their purpose which goes beyond making money or gaining power.



What we can't escape, is that the underlying causes of public distrust are the same in the public, private and our own sector.

Just as some big businesses have failed the reasonable expectations of the public, so have some charities.

And what we need to understand is that, the expectations of you are even higher because you are charities.

In this modern world of swift communication and greater democracy, people have been provided enough proof to realise they can't even rely on those they thought always do better – because they exist for no other reason than to do good.

I am not holding charities responsible for failings in other sectors. But nor are they innocent bystanders.

The revelations about Oxfam in Haiti and senior staff conduct in other big charities shows that this sector is part of that wider story.

And it's a story that matters more for charities than it does for organisations that measure success by size, or by the bottom line. For example, the brand of a big supermarket will be damaged when the public see its leaders fail. But people will still buy their groceries - at least until something better comes along. The supermarket's fundamental purpose is not fatally undermined, whilst it still makes a profit.

But all a charity has is its purpose. So when a charity's purpose is undermined, whether through misconduct or other failures, your very reason for existence comes into question. That's why people are so appalled when charity workers in a devastated country

exploit the vulnerable they were sent to help.

That's why people feel betrayed when charities seem to respond to misconduct among senior staff by protecting the charity's reputation, rather than by rooting out and stopping the bad practice.

And that's what leads people to question very high pay in charities and doubt whether money that's raised and donated makes it to the end cause.

It's therefore no surprise that the research I've already mentioned also tells us that people want more transparency from charities. But again, we need to really understand why they are asking for this.

After all, most of us lead busy lives. Few of us are prepared to spend our free time working out which energy tariff is most cost effective for us, never mind want to spend time looking at detailed financial information about charities.

So why do people really want more transparency from charities? In my view, their demand for information is a proxy for something far more profound. They want proof that you are who you say you are.

The phrase Sir Stuart has used is 'living your values'. It's a useful form of words, because it is evocative. But I want to add to it. What I propose we're talking about here are standards; standards of conduct and behaviour, and standards of competence.

I really welcome the NCVO's decision to ask Dame Mary Marsh to develop a code of conduct for safeguarding in charities. But we must keep in mind that Dame Mary's important work will be a means to

an end, and not an end in itself. People want us to show, not tell.

The public want to be able to trust that, no matter how you slice a charity, what you'll find is a relentless focus on its charitable purpose. And that means demonstrating that the way charities prioritise, behave and conduct themselves is focussed solely on delivering the right results for the people they say they support.

I had the pleasure, a few weeks ago, of visiting a charity in Nottingham, my home town. The charity is called ThinkForward, and it works in deprived areas helping young people make the difficult transition from education to employment. It focuses on those young people most at risk of dropping out.

I met Sally, an impressive, driven young woman who is a beneficiary of ThinkForward.

She told me, in terms, that one of the reasons the charity has made such a difference to her – to her perspective and outlook – is that she believes those running it are genuine, and really care about helping people like her. In other words, for her, they are walking their talk. Sally was an inspiration for lots of reasons. And listening to her brought home to me the immense responsibility charities have.

But imagine what might happen in the heart and mind of a young person like Sally if she had a bad experience with a charity claiming to help her. If she had reason to believe those running it were in one sense or another exploiting her.

That charity would not just have failed to make an impact for Sally. It wouldn't just be a case of one less point on the impact

measurement scale. It would have done active harm.

That's why it matters so much that charities are relentlessly focused on their mission for the public benefit and on achieving that mission with earnest diligence and while working to the highest standards of conduct and decency.

I've spent a long time setting out the problem of falling public trust in charities. So let me give you my early thoughts on what we need to do about it.

And this is where the Commission as regulator comes in.

We're currently reviewing our strategy; our current strategic plan ends this year. But the fundamental aim of the Commission is already clear to me.

To help increase - I would say rebuild - trust in charities as vehicles for charitable endeavour. And the way we will do that, is by understanding and articulating the public interest in charity. Understanding and expressing more clearly why charity matters to people.

This is about more than careful and faithful application of charity law. It's about setting the bar that we believe charities can be expected to reach based on what we know about the factors that drive public trust.

Because the Commission's job is not to represent charities to the public, but to represent the public interest to you.

To help you understand what the public expect, and to help you respond.

Not to undermine the independence of

individual charities. But to help the sector respond to the reasons the public cherish what it is you do. And to hold the sector as a whole, and its leadership, to account against that bar. I am clear, this is the single most useful and supportive thing we as the regulator can do for charities, and the sector.

We also have our own challenges at the Commission.

First, we are under intense resource pressure. We have seen significant increases in volumes of case work – including most recently around safeguarding concerns. And like other public bodies, we have seen our funding cut drastically - by 50% in real terms over the past 8 years.

I am grateful to my predecessor William Shawcross for all of his work for the organisation. During his time as Chair, William led a transformation of the Commission. As a result, the Commission has become more proactive, more robust, more effective at holding charities to account on behalf of the public. And most recently, William was successful in securing additional short term funding for the organisation, which will go some way to helping us manage the increased work load.

But we need to do more.

In the context of rebuilding public trust, we must be able to do two things:

The first is to step in and investigate where there are serious concerns about a charity. It won't have escaped you that we recently placed several well-known charities under formal inquiry – Oxfam, RNIB, The Save the Children Fund.

I am absolutely confident that investigating these charities is merited on the basis of the evidence the Commission holds. In each case we have different but very serious concerns that we must examine within the confines of a formal investigation. But as the regulator that promotes the public interest in charities, we have to do more than just investigate when things go wrong.

The second thing we need to do, is help make sure charities get it right before things can go wrong. And, make sure they are better equipped to respond in a way that promotes public trust when, sadly, human or systems failings do occur.

And so the very same principle I set out earlier applies to the Commission. We too must be crystal clear about our purposes and aims. And we must be able to demonstrate that everything we do – from registering charities, to providing guidance, to investigating – and how we conduct ourselves, is in single-minded pursuit of our purpose.

To help rebuild public trust in charities, so that they continue to inspire charitable endeavour, for the benefit of our society.

The Commission's strategy review continues. We plan to publish our new strategic plan in the summer. Between now and then, I intend to do a lot of listening. First, to the public whose interest we exist to represent. But also, I will listen

to charities. To you. Because I believe we can and must work together to ensure that the public – whom we all serve – has well-founded confidence in charities.

I know this has been a serious speech. But I am not feeling in any way down-beat. I am optimistic.

Yes, we have a problem. But I am confident that we also have the solution. I am confident in charities' ability to rebuild public trust in their organisations, if they set their minds to it. And I believe that you have the potential, to begin reversing the trend of declining public trust and lack of social cohesion we now see in our society.

You have the potential to lead this change, because you don't have to worry about the sometimes conflicting demands of shareholders.

As I said at the start, I believe charity – what you in this room here and the other 167,000 charities on our register exist to do – is at the very heart of our society.

Collectively, you have crucial importance and amazing potential to help people achieve real impact from charitable endeavour.

That's why I joined the Commission and that's why I am looking forward to working with you in the months and years ahead.

Not as an adversary, nor as a cosy friend, but as your partner. Your partner in a shared, vital mission to rebuild public trust in what charity does and has the real potential to help our society achieve.

Thank you

Published 16 April 2018

THE JVN TRUSTEE CONNECTION SERVICE



At present the UK has over 165,000 registered charities – one for every 400 people.^[1] This includes an estimated 2,500 Jewish charities for around 260,000 Jews – around one Jewish charity per 104 Jewish people. It is therefore not unsurprising that many would-be Trustees feel that it should be possible to find a charity with which they are able to identify requiring their skills and experience and a commitment that they can manage. However it can be a challenge to find the right role. The JVN Trustee Connection Service provides a bespoke provision for each individual and charity, taking into account their needs and desires to find the best 'match' between the two parties.

We asked five Trustees who have been matched by JVN about their experience. They were all unanimous in their desire to feel more closely connected to a charity and the Jewish community. In the words of Clive Nathan, a recently JVN-matched Trustee of Leket Israel, becoming a Trustee is 'the natural step' towards establishing a deeper connection. Having been involved with other charities for many years, he likened it to 'getting married' to a charity 'instead of [only] living together'.

When asked about what attracted them to the role, reasons given were similar.

The opportunity to impart their knowledge towards a worthy cause was the common denominator. Symmie Swil, connected to JLGB, summed it up by stating that 'the role provided an opportunity for me to support them on their journey and to also learn a lot.'

It is clear therefore that JVN does its job well. It 'ticks their boxes' in terms of the skills and experiences they have to offer and what they are looking to get from the role. It is of central importance to JVN's mission that volunteers benefit from their experience as well as the charity. In the words of John Sless, a Trustee of JVN, said it 'allows for both charities and volunteers to gain something very special'.

Another interviewed Trustee, who wishes to remain anonymous, said: 'JVN immediately understood what sort of help I was offering and what my skill set is... I also felt that Lia [Bogod, JVN Head of Volunteering, meets potential Trustees] kept me in mind for Trustee opportunities. I wasn't just on a list. There was a personal touch.'

To become a Trustee – whether to connect more deeply to a charity or to gain from the experience yourself, choose JVN's free Trustee Connection Service to help you. Visit www.jvn.org.uk/trusteeships, email lia@jvn.org.uk or call 020 3869 3961.

1 Source: UK Civil Society Almanac 2017. NCVO, 2017: <https://data.ncvo.org.uk>

BOARD BUILDING FRAMEWORK FOR THE JEWISH COMMUNITY

A trusteeship can be fulfilling for many reasons, from a sense of making a real difference to a charitable cause, to new experiences and relationships. It is also likely to be demanding from time to time. In a JVN survey of recently appointed trustees, one of them worded it as follows: 'Being a trustee is a serious responsibility; understanding best practice and what to focus on is probably the most challenging part of the role'. Board roles are willingly undertaken by those who seek to improve and make their mark upon a community organisation and, as volunteers, trustees are entitled to the same high quality level of support as other volunteers to the benefit of the organisation and ultimately its beneficiaries.

It is with this in mind that JVN and Lead are proud to present **Board Building Framework for organisations in the Jewish Community**, developed in consultancy with **Jonathan Bergwerk**, an independent HR consultant. Based on tried and tested models, this modular system provides organisations with a range of practical, best practice techniques and templates that have been developed and piloted with five charities in the community. Communal organisations have indicated the desire for simple to use tools that provide the levels of professionalism expected of modern trustees and charities. Central to this is the foundation module: the **Core Competency Framework**.

The Core Competency Framework forms the first of a range of seven

modules, each adaptable to suit the individual organisation undertaking them. Completion of the Core Competency module is compulsory for Board Building Framework and forms an integral part of the subsequent modules. Optional modules following this are; **Succession Planning, Role Descriptions, Recruitment, Induction, Personal Development, and Board Effectiveness** – the selection of these and order will be dependent on each organisation's individual requirements. Each module is facilitated by a consultant who is assigned depending upon the organisation's individual needs.

Through completion and integration of the agreed appropriate modules we hope the organisations will be able to:

- Attract a higher calibre of trustee
- Improve the fit between trustee and charity
- Enable greater satisfaction among trustees
- Improve performance of charities in meeting both their statutory duties and creating change
- Have a more planned approach to trustee succession.

To explore the Board Building Framework in more detail and arrange an initial free consultancy to determine the application and order of each module, contact Michelle Janes at michelle@lead.thejlc.org or 07837 739 978, or Lia Bogod at lia@jvn.org.uk or 020 3869 3916

DO YOU AND YOUR BOARD FEEL CHALLENGED BY:

board effectiveness

succession planning

trustee
induction and
development

recruiting new
board members

Speak to Lead or JVN about
The Board Building Framework
designed to address these issues in order to
enhance your organisation's performance.

Contact

michelle@lead.thejlc.org | lia@jvn.org.uk

JVN TRUSTEE CONNECTION SERVICE



To find out more, contact lia@jvn.org.uk
or call 030 8203 6427 ext. 316
visit www.jvn.org.uk

 JewishVolunteeringNetwork
 @JVN_org_uk

Registered Charity Number 1130719

WHERE TO START?

There is an abundance of good guidance available for charity trustees on the Charity Commission's website and on other umbrella organisation sites, but it is much easier to find if you know what you are looking for. We hope this list is helpful in signposting you to some of the key pieces of information and guidance. This list will also provide charity trustees with a better idea of some of the common issues which charity trustees will need to be familiar with.

BASIC GUIDANCE

The essential Trustee: what you need to know	CC3	https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3
Charity trustee: what's involved	CC3a	https://www.gov.uk/guidance/charity-trustee-whats-involved
Charity trustee welcome pack		https://www.gov.uk/government/publications/charity-trustee-welcome-pack/charity-trustee-welcome-pack
The Register of Charities		https://www.gov.uk/find-charity-information

PUBLIC BENEFIT

Public benefit: the public benefit requirement	PB1	https://www.gov.uk/government/publications/public-benefit-the-public-benefit-requirement-pb1
Public benefit: running a charity	PB2	https://www.gov.uk/government/publications/public-benefit-running-a-charity-pb2
Public benefit: reporting	PB3	https://www.gov.uk/government/publications/public-benefit-reporting-pb3

CHARITY GOVERNANCE

Charity Governance Code - for larger charities - for smaller charities		https://www.charitygovernancecode.org/en/pdf https://www.charitygovernancecode.org/en/pdf
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TRUSTEE BOARD

Finding new trustees	CC30	https://www.gov.uk/government/publications/finding-new-trustees-cc30
Users on board: beneficiaries who become trustees	CC24	https://www.gov.uk/government/publications/users-on-board-beneficiaries-who-become-trustees-cc24
Charity trustee: Declaration of Eligibility and Responsibility		https://www.gov.uk/government/publications/confirmation-of-charity-trustee-eligibility
HMRC Fit & Proper Persons Guidance and Declaration		https://www.gov.uk/government/publications/charities-fit-and-proper-persons-test/guidance-on-the-fit-and-proper-persons-test https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/597664/Fit-and-proper-persons-helpline-and-declaration.pdf

Charity trustees: resignation and removal		https://www.gov.uk/guidance/charity-trustees-resignation-and-removal
Official warnings to charities and trustees: Q and A		https://www.gov.uk/government/publications/official-warnings-to-charities-and-trustees-q-and-a
Charity trustee Disqualification: Q and A and Explanatory Statement		https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/651020/The_discretionary_disqualification_power_explanatory_statement.pdf https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/651021/The_discretionary_disqualification_power_questions_and_answers.pdf
Charity trustee automatic disqualification regime		https://www.gov.uk/guidance/automatic-disqualification-rules-for-charity-trustees-and-charity-senior-positions
Trustee expenses and payments	CC11	https://www.gov.uk/government/publications/trustee-expenses-and-payments-cc11

MEETINGS, DECISIONS AND CONFLICTS

Charities and meetings	CC48	https://www.gov.uk/government/publications/charities-and-meetings-cc48
Charity meetings: making decisions and voting		https://www.gov.uk/guidance/charity-meetings-making-decisions-and-voting
It's your decision: charity trustees and decision making	CC27	https://www.gov.uk/government/publications/its-your-decision-charity-trustees-and-decision-making
Conflicts of Interest: a guide for charity trustees	CC29	https://www.gov.uk/government/publications/conflicts-of-interest-a-guide-for-charity-trustees-cc29
Association of Chairs: "A Chair's Compass"		https://www.associationofchairs.org.uk/wp-content/uploads/2014/10/AoC_ChairsCompass_final.pdf
Charities and litigation: a guide for trustees	CC38	https://www.gov.uk/government/publications/charities-and-litigation-a-guide-for-trustees-cc38

ACCOUNTS

Prepare a charity annual return		https://www.gov.uk/guidance/prepare-a-charity-annual-return
Prepare a charity's annual accounts		https://www.gov.uk/prepare-charitys-annual-accounts
Charity Finances: Trustee Essentials	CC25	https://www.gov.uk/government/publications/managing-charity-assets-and-resources-cc25/managing-charity-assets-and-resources
Internal financial controls for charities	CC8	https://www.gov.uk/government/publications/internal-financial-controls-for-charities-cc8
Charity reporting and accounting: the essentials (November 2016)	CC15d	https://www.gov.uk/government/publications/charity-reporting-and-accounting-the-essentials-november-2016-cc15d/charity-reporting-and-accounting-the-essentials-november-2016-cc15d
Charity accounting templates: accruals accounts	CC17	https://www.gov.uk/government/publications/charity-accounting-templates-accruals-accounts-cc17-sorp-frs-102
Charity Commission and Fraud Advisory Panel guidance on tackling charity fraud		https://www.fraudadvisorypanel.org/wp-content/uploads/2018/03/Tackling-Charity-Fraud-Summary-Report-March2018.pdf

TRADING AND TAX

Charities and Trading		https://www.gov.uk/guidance/charities-and-trading
Trustees, trading and tax: how charities may lawfully trade	CC35	https://www.gov.uk/government/publications/trustees-trading-and-tax-how-charities-may-lawfully-trade-cc35
Charity trading: selling goods and services		https://www.gov.uk/guidance/charity-trading-selling-goods-and-services

FUNDRAISING

Charities and Fundraising	CC20	https://www.gov.uk/government/publications/charities-and-fundraising-cc20
Charities: working with companies and professional fundraisers		https://www.gov.uk/guidance/charities-working-with-companies-and-professional-fundraisers
ICO Data Protection Guidance: guide to the General Data Protection Regulation (GDPR)		https://ico.org.uk/for-organisations/guide-to-the-general-data-protection-regulation-gdpr/
ICO Data Protection Guidance: Privacy Notices, transparency and control		https://ico.org.uk/for-organisations/guide-to-data-protection/privacy-notices-transparency-and-control/
ICO Data Protection Guidance: Direct Marketing Guidance		https://ico.org.uk/media/for-organisations/documents/1555/direct-marketing-guidance.pdf
Fundraising Regulator: Personal Information and Fundraising: Consent, Purpose and Transparency		https://www.fundraisingregulator.org.uk/information-registration-for-fundraisers/guidance/personal-information-fundraising-consent-purpose-transparency/

RESERVES

Charity reserves: building resilience	CC19	https://www.gov.uk/government/publications/charities-and-reserves-cc19
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INVESTMENTS

Charities and investment matters: a guide for trustees	CC14	https://www.gov.uk/government/publications/charities-and-investment-matters-a-guide-for-trustees-cc14
Social Investment by Charities (interim guidance)		https://www.gov.uk/government/publications/charities-and-investment-matters-a-guide-for-trustees-cc14/charities-and-investment-matters-interim-guidance
Writing your charity's investment policy	CFG/CIG	http://www.cfg.org.uk/Policy/investment/~/_media/Files/Policy/Investment/Writingyourcharitysinvestment%20policya%20guide.ashx

CHARITY LAND

Charity land and property		https://www.gov.uk/guidance/charity-land-and-property
Acquiring land	CC33	https://www.gov.uk/government/publications/acquiring-land-cc33
Sales, leases, transfers or mortgages: what trustees need to know about disposing of charity land	CC28	https://www.gov.uk/government/publications/sales-leases-transfers-or-mortgages-what-trustees-need-to-know-about-disposing-of-charity-land-cc28

RISK MANAGEMENT

Charities and risk management	CC26	https://www.gov.uk/government/publications/charities-and-risk-management-cc26
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POLITICAL CAMPAIGNING

Speaking out: guidance on campaigning and political activities by charities	CC9	https://www.gov.uk/government/publications/speaking-out-guidance-on-campaigning-and-political-activity-by-charities-cc9
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Charities, Elections & Referendums		https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/591355/Charities_Elections_and_Referendums_new.pdf
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PUBLIC SERVICE DELIVERY

Charities and public service delivery: an introduction and an overview	CC37	https://www.gov.uk/government/publications/charities-and-public-service-delivery-an-introduction-cc37
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INSURANCE AND PENSIONS

Charities and insurance	CC49	https://www.gov.uk/government/publications/charities-and-insurance-cc49
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CFG: Navigating the Charity Pensions Maze		http://www.cfg.org.uk/resources/Publications/~~/media/Files/Resources/CFDG%20Publications/CFG223%20Navigating%20charity%20pensions.ashx
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SAFEGUARDING

Charities: how to protect vulnerable groups including children		https://www.gov.uk/guidance/charities-how-to-protect-vulnerable-groups-including-children
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Safeguarding children and young people		https://www.gov.uk/government/publications/safeguarding-children-and-young-people
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Regulated activity in relation to children; scope		https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/550197/Regulated_activity_in_relation_to_children.pdf
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Working together to safeguard children		https://www.gov.uk/government/publications/working-together-to-safeguard-children--2
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GRANT MAKING

Charities: due diligence checks and monitoring end use of funds		https://www.gov.uk/government/publications/charities-due-diligence-checks-and-monitoring-end-use-of-funds
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Information for charities working internationally including legal requirements and good practice		https://www.gov.uk/charities-how-to-manage-risks-when-working-internationally
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EQUALITY ACT

Equality Act: guidance for charities		https://www.gov.uk/government/publications/equality-act-guidance-for-charities
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Faith-based charities		https://www.gov.uk/government/publications/faith-based-charities
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REPORTING SERIOUS INCIDENTS

How to report a serious incident in your charity

<https://www.gov.uk/guidance/how-to-report-a-serious-incident-in-your-charity>

VOLUNTEERS

How to manage your charity's volunteers

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