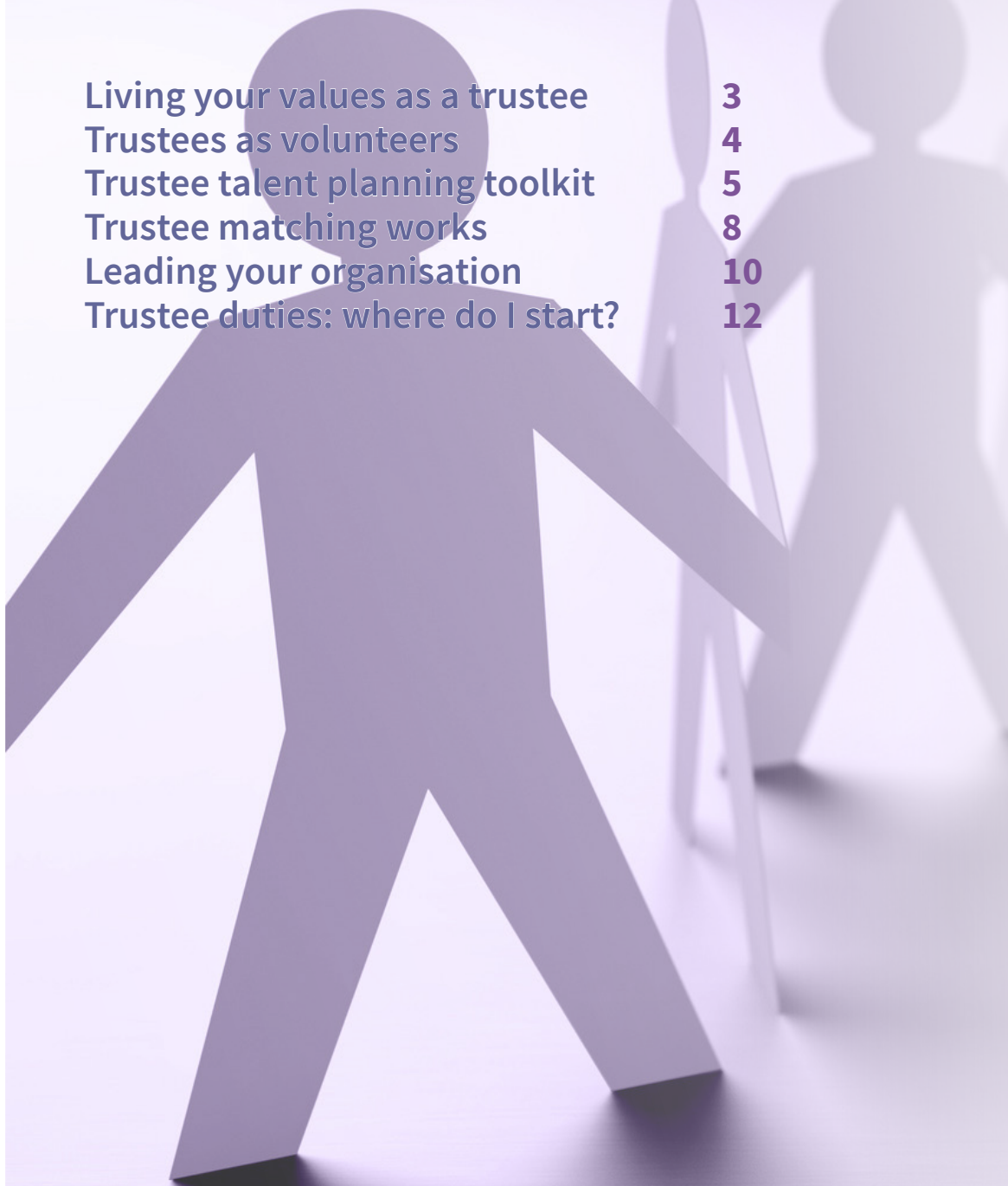


LEADING JEWISH ORGANISATIONS THROUGH CHALLENGING TIMES



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LIVING YOUR VALUES AS A TRUSTEE

One hears much in industry about the values of a company, and of the desire for everybody involved with the Company to live the corporate values. Many companies spend thousands of pounds drawing up their corporate values and ensuring that they are embedded in every aspect of the business. I have just gone through two such strategic reviews for the sports of which I am a Non-Executive Director. The process for each took nearly a year.

But, how do we bring the values that we apply in our work life to our life as a trustee in a Jewish communal charity? Is there overlap between the values that we live at work and the values that we apply in the charities of which we are trustees? Is there a difference between our own individual values as Trustees and the values of our organisations?

In many ways, the very fact that we have volunteered to be trustees suggests that we do have a core set of share values. But there is a need also to recognise certain values that would apply primarily to our charitable role and are not necessarily applicable to the corporate world.

One common example in the charitable world is the need to be open and transparent and to encourage the organisation to be the same. Too often, charities are closed and secretive, whereas openness and charity builds confidence and trust amongst donors and service users. Another might be to ensure that when you volunteer, you serve the needs of the community, rather than be in it for yourself. There are many benefits to

being a trustee of a charity, but the biggest is the satisfaction of making a difference to your community. That smile and sigh of satisfaction that you give when you think of the difference that your work as a trustee is making to the world around you justifies the time and effort that you put in.

You might have values that are important to you in your daily life. Why would you not imbue the charity that you serve with those same values? Important to me are being trusted, having integrity, respecting other people's views, and always being cheerful and friendly. Are they important to you? If so, how can you ensure that the charity reflects your own values?

Values are as important in the charitable world as they are in the corporate world. Trustees can bring their wider experience to help the charity to live its values. But crucially, trustees can bring their own values to the charity and in that way, develop themselves as well as the charity.

I hope that tonight you have the chance to learn about your own values as a trustee and how you might better apply them for the benefit of the community.

Simon Johnson
Chief Executive
Jewish Leadership Council

TRUSTEES AS VOLUNTEERS

There are many hundreds of thousands of trustees of registered charities in England and Wales. Week in, week out, they give up time to work voluntarily, navigating various challenges to ensure their organisations are effective and well-run.

From small community organisations, to household names, national and international organisations, with hundreds of millions of pounds' turnover, our sector is led by volunteers.

These volunteers provide critical expertise and take on significant responsibilities. As this week is Volunteers Week it's right that we take the opportunity to pause and recognise the commitment of trustees but also reflect on how we can better support these volunteers to fulfil their duties. In particular, the way we train and how we recruit trustees are two key drivers behind good governance.

Training and support

The importance of offering induction, training and ongoing support for trustees is something which the House of Lords select committee on charities recent report 'Stronger Charities for a Stronger Society' highlighted a key priority for the sector.

It is a matter of course, when hiring for a job or appointing a volunteer to deliver a project, that there would be a detailed conversation about the support and development the individual needed to fulfil their duties. Yet this is easily forgotten when it comes to trustees. Too often we assume our most senior volunteers to be experts, fully formed in all aspect of their role from day one.

Training for trustees, in their governance duties but also in other specialist areas, informed through structured skills audits should form a top priority for boards. At NCVO we have developed our online tools training and resources to help board identify and plug skills gaps.

Ideas and discussion

Given that it's Volunteers' Week we should also think about how we attract new trustees to volunteer from different age groups and backgrounds. The sectors new draft code of governance emphasises the importance of board diversity in its broadest sense. Its key then to ask; 'how do we attract trustees who will approach issues with a different perspective?'

One opportunity, highlighted by the House of Lords report is increased cross-sector recruitment and the potential of a statutory duty to allow employees time off for trustee duties. Through our corporate volunteering programme Step on Board we at NCVO have helped over one hundred senior corporate employees join charity boards. These volunteers have rarely been trustees before but are having a huge impact on organisations they join – bringing expertise, and in many cases a totally different perspective to meetings. This cross-sector working offers real opportunity to attract new trustees.

The case for good governance in charities led by committed and engaged trustees with an understanding of their role, appropriate skills and an ability to lead has never been clearer. However, we must do all we can to recruit and support and celebrate the work of our trustees like we would any other volunteer.

Karl Wilding
Director of Public Policy
and Volunteering
NCVO



TRUSTEE TALENT PLANNING TOOLKIT

The identification and management of Trustees is done with varying levels of effectiveness.

Potential trustees aren't fully aware of the specific opportunities in the community. Organisations aren't aware of talented potential trustees. Only rarely is there a quality process in place to ensure effective succession. As a result, often trustees with inappropriate skills and experiences are in place, and boards underperform.

Having a best practice toolkit available would give chairs and chief executives the ability to attract, develop and manage trustees to significantly improve the performance of charity boards within the Jewish community, with the ultimate aim of raising the quality of leadership in the charitable sector and the service provided to beneficiaries.

Working in conjunction with a range of charities, this toolkit has now been developed. At its core is a competency framework, which provides a simple language to describe the requirements of roles and the skills and interests of people in leadership roles in the Jewish community. This framework is used to describe both roles and people.

In addition taking the best of what works currently, both in the Jewish voluntary sector and elsewhere, a range of practical, best practice techniques and templates have been developed and piloted, covering areas such as succession planning, recruitment, induction, personal development reviews and assessing board effectiveness. The driver has been to create simple to use tools that provide the levels of professionalism expected of modern trustees and charities.

All the tools can be adapted, and have the flexibility to be used by organisations of different sizes and levels of sophistication. Each organisation will pick and choose which tools to use, depending on their individual needs.

The benefits of using the toolkit include:

- Attracting a higher calibre of trustee
- Improving the fit between trustee and charity
- Greater satisfaction among trustees
- Improved performance of charities in meeting both their statutory duties and creating change
- A more planned approach to trustee succession

For further details please contact Lead or JVN.

Jonathan Bergwerk
HR and Organisation
Development Consultant





2017
JEWISH
COMMUNITY
TRUSTEES'
CONFERENCE



DO YOU AND YOUR BOARD FEEL CHALLENGED BY:

succession planning

board performance

recruiting new board members

Speak to Lead or JVN about *The New Trustee Talent Planning Toolkit* designed to address these issues in order to enhance your organisation's performance.

Contact

nicky@lead.thejlc.org or leonie@jvn.org.uk



TRUSTEE MATCHING WORKS

Recruiting the right Trustee is a crucial task for any charity. The more effective the Board of Trustees, the greater the difference the organisation will make.

From the trustees' perspective, being a Trustee can be rewarding and enjoyable. It is a great way to be involved in the community while at the same time making a difference to a cause that matters to them. As a trustee one meets new people, uses existing skills in a new context and also has a chance to develop new expertise.

Being a trustee today is different to how it was a decade ago. Trustees need to understand governance in greater depth, and with funding tight, Trustees with specific skill sets and pro-active attitudes are needed to contribute in practical, hands-on ways.

JVN has been involved in trustee recruitment and matching since its inception 10 years ago. In 2014, it launched its Trustee Connection Service as a more structured way of recruiting these dedicated and skilled volunteers. With more and more people using JVN as a means of finding the right volunteering opportunity, more potential trustees have surfaced who have the right backgrounds and skills to take up board positions. This also enables charities to rely less on their immediate contacts and network, and allows them to recruit from a much wider pool of talent.

JVN does not provide a full recruitment service but rather what we call a "connecting service". It makes an initial recommendation based on a face-to-face interview, examination of the applicant's CV and their affinity with and understanding of the mission of the charity. JVN will stress to the candidate the responsibilities of the Trusteeship and the time commitment needed, following which a connection will be made.

We also suggest that potential trustees take some time to get to know the charity and the other board members before committing. Attending a board meeting may well be part of this process.

In this role as a connector, JVN has matched and introduced 55 potential trustees to charities with board vacancies, with a successful placement rate of 75%. This also includes a number of school governor positions – an area JVN has only recently explored.

However, finding suitable candidates is only part of what is needed to have an effective board now and in the future. A skills audit, well-defined roles, effectiveness reviews and inductions are all part of the Trustee Talent Panning Toolkit that is launched at today's conference. Designed by Jonathan Bergwerk together with JVN and Lead, the toolkit is ground-breaking for the charity sector. It has been developed because of a perceived need for charities to become more professional in the recruitment of their leaders, and for leaders to perform better in their roles. In doing so, charities will be able to develop better strategic objectives and clearly define their direction in the changing charity world. This is entirely in line with the new Charity Governance Code with its focus on board effectiveness and strategic leadership.

If you are a charity looking for Trustees or an individual seeking a Trustee role, please get in touch with Lia Bogod at lia@jvn.org.uk.

Lia Bogod
Head of Volunteering
Jewish Volunteer Network

THINK VOLUNTEERING THINK JVN

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www.jvn.org.uk or call **020 8203 6427**

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LEADING YOUR ORGANISATION

“People become charity trustees because they believe in something and want to make a difference. They don’t want to waste their time on bureaucracy. But nor do they want their efforts wasted by ineffectiveness or undermined by the behaviour or actions of others.

Governance might sound dull or technical, but it’s a simple idea. It’s about making sure that your charity is well-governed. It’s about ensuring

the charity has the policies, systems and procedures that it needs, and that these are followed. It’s also about encouraging the right attitudes, behaviour, relationships and values.”

Sarah Atkinson

Director, Policy & Communications

Charity Commission

The Changing Face of the Governance Code, February 2017

Being a trustee is a great privilege and a great responsibility. Trustees, together with the CEO and Senior Leadership Team, are the key leaders of the organisation and need to ensure its future sustainability. To do this, as well as ensuring best practice governance and the highest level of income to be able to deliver the organisational aims, trustees need to keep their eyes on the big picture items – why does the organisation exist, what is our vision, how are we going to deliver that vision, how do we bring people with us?

Lead, the leadership development division of the Jewish Leadership Council, exists to develop leaders with ambition, ability and authenticity to lead our vibrant and vital Jewish community.

We believe that inspiring and mindful leadership is needed across the organisation and that leaders should be given the opportunity to further develop their skills, knowledge and experiences, whether in a lay or professional capacity.

This enables leaders to promote a clear shared vision, rationale and plan for their activities so

they can achieve the necessary goals they set out to. Bringing a team with you along this journey can be the difference between achieving your organisation’s goals or not.

Our annual Trustees Conference, run in partnership with JVN, brings together leaders from over 45 organisations, providing a fantastic opportunity for shared learning from experts in their field and communal colleagues, as well as for potentially exploring areas for collaboration.

This year’s specific theme gives the opportunity for trustees and CEOs to think about leading their Jewish organisation through challenging times.

As Professor John Schaar once said, “The future is not some place we are going to, but one we are creating. The paths to it are not found but made, and the activity of making them changes both the maker and the destination.”

**Debbie Fox and
Mike Webber**
Lead Chairs

Nicky Goldman
Lead Executive
Director



Inspiring **Jewish Leaders**
Dangoor Leadership



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TRUSTEE DUTIES: WHERE DO I 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 also gives charity trustees a better idea of some of the common issues that they will need to be familiar with.

This guide is compiled by *Bond Dickinson*

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www.bonddickinson.com

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TRUSTEE DUTIES: WHERE DO I START?

BASIC GUIDANCE

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

PUBLIC BENEFIT

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

CHARITY GOVERNANCE

Good Governance: A code for the Voluntary and Community Sector		http://www.governancecode.org/full-code-of-governance/
Good Governance: A code for smaller organisations		http://www.governancecode.org/code-for-smaller-organisations/
The hallmarks of an effective charity	CC10	https://www.gov.uk/government/publications/the-hallmarks-of-an-effective-charity-cc10

TRUSTEE BOARD

Finding new trustees	CC30	www.gov.uk/government/publications/finding-new-trustees-cc30
Users on board: beneficiaries who become trustees	CC24	www.gov.uk/government/publications/users-on-board-beneficiaries-who-become-trustees-cc24
Trustee board: people and skills		www.gov.uk/guidance/trustee-board-people-and-skills
Charity trustee: Declaration of Eligibility and Responsibility		www.gov.uk/government/uploads/system/uploads/attachment_data/file/490837/trustee_declaration_v_8.pdf
Guidance on the fit and proper persons test	HMRC	www.gov.uk/government/publications/charities-fit-and-proper-persons-test/guidance-on-the-fit-and-proper-persons-test
Charity trustees: resignation and removal		www.gov.uk/guidance/charity-trustees-resignation-and-removal
Trustee expenses and payments	CC11	www.gov.uk/government/publications/trustee-expenses-and-payments-cc11
Payments to charity trustees: what the rules are		www.gov.uk/government/guidance/payments-to-charity-trustees-what-the-rules-are

RESERVES

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

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

CHARITY LAND

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

TRUSTEE DUTIES: WHERE DO I START?

MEETINGS, DECISIONS AND CONFLICTS

Charities and meetings

CC48

www.gov.uk/government/publications/charities-and-meetings-cc48

Charity meetings: making decisions and voting

www.gov.uk/guidance/charity-meetings-making-decisions-and-voting

It's your decision: charity trustees and decision making

CC27

www.gov.uk/government/publications/its-your-decision-charity-trustees-and-decision-making

Conflicts of Interest: a guide for charity trustees

CC29

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

www.gov.uk/guidance/prepare-a-charity-annual-return

Prepare a charity's annual accounts

www.gov.uk/guidance/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 (Nov 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>

TRADING AND TAX

Charities and Trading

CC30

www.gov.uk/guidance/charities-and-trading

Trustees, trading and tax: how charities may lawfully trade

CC35

www.gov.uk/government/publications/trustees-trading-and-tax-how-charities-may-lawfully-trade-cc35

Charity trading: selling goods & services

www.gov.uk/guidance/charity-trading-selling-goods-and-services

FUNDRAISING

Charities and Fundraising

CC20

www.gov.uk/government/publications/charities-and-fundraising-cc20

Charities: working with companies and professional fundraisers

www.gov.uk/guidance/charities-working-with-companies-and-professional-fundraisers

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/>

TRUSTEE DUTIES: WHERE DO I START?

POLITICAL CAMPAIGNING

Speaking out: guidance on campaigning and political activities by charities

CC9

www.gov.uk/government/publications/speaking-out-guidance-on-campaigning-and-political-activities-by-charities-cc9

Charities, Elections & Referendums

www.gov.uk/government/uploads/system/uploads/attachment_data/file/346058/elect.pdf

PUBLIC SERVICE DELIVERY

Charities and public service delivery: an introduction and an overview

CC37

www.gov.uk/government/publications/charities-and-public-service-delivery-an-introduction-cc37

INSURANCE AND PENSIONS

Charities and insurance

CC49

www.gov.uk/government/publications/charities-and-insurance-cc49
<http://bit.ly/2nMxarl>

CFG: Navigating the Charity Pensions Maze

SAFEGUARDING

Charities: how to protect vulnerable groups including children

www.gov.uk/guidance/charities-how-to-provide-vulnerable-groups-including-children

Safeguarding children and young people

www.gov.uk/government/publications/safeguarding-children-and-young-people

Regulated activity in relation to children; scope

<http://bit.ly/2jygzoa>

Working together to safeguard children

<https://www.gov.uk/government/publications/working-together-to-safeguard-children-2>

GRANT MAKING

Charities: due diligence checks and monitoring end use of funds

www.gov.uk/government/publications/charities-due-diligence-checks-and-monitoring-end-use-of-funds

Information for charities working internationally including legal requirements and good practice

www.gov.uk/charities-how-to-manage-risks-when-working-internationally

EQUALITY ACT

Equality Act: guidance for charities

www.gov.uk/government/publications/equality-act-guidance-for-charities

Faith-based charities

www.gov.uk/government/publications/faith-based-charities

REPORTING SERIOUS INCIDENTS

How to report a serious incident in your charity

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

VOLUNTEERS

How to manage your charity's volunteers

www.gov.uk/government/guidance/how-to-manage-your-charity-volunteers

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