

Appendix 1: The Jewish Community Trustee Competency Framework

Our Purpose

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The Collective Responsibilities of all Trustees

Strategic Leadership	Ensuring the organisation pursues its stated purposes, as defined in its governing document, by agreeing a long-term strategy, and setting an appropriate pace of change.
Managing Performance	Ensuring the organisation defines its goals and evaluates operational performance against agreed targets through delegated authority.
Governance	Ensuring the organisation is well governed, complies with charity / company law and any other relevant regulations, and uses its resources exclusively for its charitable purposes.
Risk	Safeguarding the good name, values, finances and resources of the organisation ; ensuring any risks are assessed and appropriate steps taken to mitigate these.
Collective Decisions	Ensuring the Board reaches sound collective decisions by scrutinising Board papers, focusing on key issues, providing advice and leading discussions in areas where the Trustee has special expertise.
Networking	Being an ambassador for the organisation to promote its reputation, encourage financial contribution and increase engagement.
Chief Executive	Ensuring proper arrangements are followed for the appointment, supervision and remuneration of the Chief Executive .

Behaviours and Expertise needed by all Trustees

	Positive Indicators	Contra Indicators
1. Collective Responsibility	- Knowing and accepting the legal duties and responsibilities of Trusteeship. - Taking accountability for monitoring the organisation's finances, resources and performance. - Holding the professional team to account. - Making and supporting collective decisions.	Unwilling to take legal responsibility. Operating in fiefdoms rather than collectively.
2. Commitment	- Having empathy with the organisation's strategic direction and passion for our values. - Preparing thoroughly for and attending all meetings. - Enthusiasm, optimism and willingness to learn. - Actively involved in the organisation activities outside Board meetings	Not coming to meetings or not putting in enough time. Cynicism or pessimism.