

From Vision to Reality

Many years ago I was part of a group of people concerned by the lack of provision for the needs of homeless people in our town. We formed a Working Party and, after many false starts, set up a day centre. We raised funds to cover our costs, rented a building and employed staff. This was all activity that, to us, was directly pushing forward our vision of a centre that would help local homeless people and help to stop them drifting to the nearby city.

As we did this, we discovered that we also had to explain our aims and activities to others, and recruit new members to our group as some left. The group's responsibility for the building, and for the employment of staff, meant that as individuals, we had to be protected. What would happen if the grants did not come in as promised and we still had rents and staff to pay? Would we as individuals have to pay out? All this led us to draw up a constitution, register as a company limited by guarantee, and adopt employment, and other, policies.

These are what we now call governance structures. It was a difficult process. There was little in the way of guidance. It sapped our energy. That is why I am pleased that there

is now so much more in the way of help and FbRN is being supported by the Governance Hub Partnership Programme to produce this edition of the FbRN newsletter. I hope that you find the enclosed items from the Governance Hub useful. More information can be found on their website.

Doreen Finneron
 Executive Director

In this issue...

- | | |
|-----------|--|
| 2 | What does good governance mean for faith based organisations? |
| 4 | What is good governance? |
| 7 | Publications available from the Governance Hub |
| 8 | Case studies |
| 10 | FbRN publications |
| 11 | News |
| 12 | Letter from the Chair of FbRN |



This Newsletter is supported by the Governance Hub's partnership programme work.

The Governance Hub is a partnership of nine organisations that provide support to the third sector. The Hub's vision is that all third sector organisations in England are governed well to enable them to fulfil their mission and play a positive and trusted role in society. The Governance Hub's aims are to:

- Increase the supply of trustees and board members.
- Enhance the knowledge and skills of trustees and others involved in governance
- Enhance the governance capacity of organisations to deliver their mission.
- **Promote good governance in the third community sector**

The Hub works by signposting to existing resources and services and commissioning new ones to help fill the gaps. The Hub works in partnership with individuals and organisations across the country to develop appropriate resources and maximise reach. The Hub is funded by Capacitybuilders.

website

www.governancehub.org.uk

What does governance mean for faith based organisations?

Going beyond passion ...

Many faith based organisations begin when an individual or group has a passion to make a change in the life of their community. Maybe it's that there are no play facilities, or nowhere for the young people to go. Perhaps older people are trapped in their homes with no access to companionship and lacking a good meal. Sometimes it can be a plan for redevelopment in our area that stirs us into action. Whatever it is, we band together, sometimes with others from our faith tradition, sometimes with people from other traditions and from the wider community, to do something about the problem.

The passion for change can take us only so far – sometimes it's far enough – but, more often, we eventually have to face the need to sustain the group as individual members come and go. Usually we will have money to look after, even if it's only small amounts. We may need to protect the members so that they are not personally liable for the debts of the group. We will need some form of agreement that sets out what we are doing and the rules that we will operate by. This is the beginning of governance.

The larger and more complex the organisation becomes, the more detailed governance we need. If a building and paid staff are to be part of the work, then it will be

necessary to consider a formal legal structure. If the work will not entail much risk to individual group members, a constitution or agreed set of rules may be enough. **Governance is not about the right documents, but about the right framework and ways of working.** It complements, and is not a substitute for, good relationships and trust.

Looking at what other organisations are doing can be very helpful, as can guidelines like those produced by the Governance Hub, but it is important that the structures we adopt:

- help us to embody our values and vision in the way we run our group or organisation
- are useful to us in what we are doing now
- will help us to be sustainable and move into the future in a more secure way.

Why Do Faith Based Organisations Need Governance Structures?

As outlined above, a good governance framework is one that enables the group or organisation to carry out its work more effectively. Are there particular issues about governance for faith based organisations?

Probably even more than other community organisations, faith based organisations tend to rely on a visionary and energetic leader. The groups which form round the leaders usually do so because they share the vision and are motivated by the values of their faith to give service to, either the faith community, or the wider community.

Vision and values are not unique to faith groups, but because they are almost always key factors, it does mean that faith based groups need to find a way to transmit the vision and values and embody them in the organisations they create. It can be tempting to assume that because the group members share the vision and values, and are people of faith, that there is no need for structures. As our case studies demonstrate, vision and values survive most successfully when they are embodied in a framework.

Another reason for having good governance in place is that it can help prevent problems from arising, or catch them before they have done too much damage. In the case of the early development of the Brentwood Day Centre, good frameworks for the employment of staff and for dealing with conflicts of interest would have prevented problems that sapped the energy of all involved.

At the series of seminars that FbRN held in 2006/7, many faith based practitioners reported that

it is still common for other organisations in the wider voluntary and community sector, as well as the statutory sector, to view faith based organisations with suspicion. Adopting open and transparent governance frameworks is one way that faith based organisations can help to break down the barriers between themselves and other sectors. Faith based organisations wishing to attract outside funding may have to demonstrate that they operate along sound lines; adopting good governance structures will go a long way towards this.

Finally, as some recent high-profile cases have shown, when working with vulnerable groups, good intentions are not sufficient protection against abuse. Because a faith group operates from a value base that stresses the unique value of each human being, does not mean that actions carried out in its name will embody those values. It is essential to have in place a code of practice that protects the vulnerable and those that work with them, and to clearly enforce this on a continual basis.

The FbRN Toolkit ***Tools for Regeneration: Practical Advice for Faith Communities***, offers practical tools for Setting Up and Managing an Organisation, including how to run a meeting, roles in an organisation and an explanation of different sorts of structure. There is also an organisational assessment tool designed to help your organisation progress from

whichever point it is at currently. The section on Staffing and Employment gives advice on the stages of recruitment and selection, including tools to help you draw up a job description and person specification. It also gives a framework for a contract of employment and for managing staff once they are in post. For information on this and other FbRN publications, please see Page 10.

Developing Governance

Over the years many organisations have been using good governance practice. The Good Governance Code was developed by the voluntary and community sector, for the sector, to help boards work more efficiently – the Governance Hub is currently responsible for the Code’s development and promotion. It is important to remember, when looking at these tools for governance, that every situation is unique, and you will need to adapt them for your own organisation. What they offer is a place to start, and help with thinking through what governance means for you.

The Code sets out the principles and best practice, it is not mandatory, but organisations complying with the Code are invited to register this on the Governance Hub website **www.governancehub.org.uk**, their Annual Report, and other

relevant published material. Smaller organisations with limited resources and with few or no staff are invited to focus on the principles set out in the Code, rather than the details. The enclosed publication, *Learning to Fly*, is particularly aimed at smaller organisations.

A recent survey, commissioned by the Governance Hub, confirms that many organisations demonstrate signs of excellent leadership and control. Some smaller organisations are less likely to have these elements in place, although the report argues inexpensive measures can be taken that bring many benefits. Some organisations need to spend time on getting their basic governance right, such as strategic planning, performance management, committee arrangements and terms of office. But others need to think about the quality of their governance work, exploring trustee development and ensuring that they have the people on their boards with the skills and perspectives they need.

Diversity on boards should be encouraged; to ensure that boards are representative of the people and communities they serve. The survey shows that there are fewer women, and fewer people from ethnic minorities in large organisations compared to small organisations, and nearly half of survey respondents feel that boards do not represent disabled people adequately.

What is good governance?

Principles of the Good Governance Code

1: Board Leadership

Every organisation should be led and controlled by an effective Board of trustees, which collectively ensures delivery of its objects, sets its strategic direction and upholds its values.

The supporting principles are:

The role of the Board: trustees have, and must accept, ultimate responsibility for directing the affairs of their organisation, ensuring it is solvent, well run, and delivering the outcomes for which it has been set up.

Strategic Direction: trustees should focus on the strategic direction of their organisation, and avoid becoming involved in day-to-day operational decisions and matters (except in the case of small organisations with few or no staff). Where trustees do need to become involved in operational matters, they should separate their strategic and operational roles.

2: The Board in control

The trustees as a Board should collectively be responsible and accountable for ensuring and monitoring that the organisation is performing well, is solvent, and complies with its obligations. The supporting principles are:

Compliance: the Board must ensure that the organisation complies with its own governing document, relevant laws, and the requirements of any regulatory bodies.

Internal Controls: the Board should maintain, and regularly review, the organisation's system of internal controls, performance reporting, policies and procedures.

Prudence: the Board must act prudently to protect the assets and property of the organisation, and ensure that they are used to deliver the organisation's objectives.

Managing risk: the Board must regularly review the risks to which the organisation is subject, and take action to mitigate risks identified.

Equality and diversity: the Board should ensure that it upholds and applies the principles of equality and diversity, and that the organisation is fair and open to all sections of the community in all of its activities.

3. The high performance Board

The Board should have clear responsibilities and functions, and should compose and organise itself to discharge them effectively.

The supporting principles are:

Trustee duties and responsibilities: trustees should understand their duties and responsibilities and have a statement defining them.

The effective Board: the Board should organise its work to ensure that it makes the most effective use of the time, skills and knowledge of trustees.

Information and advice: trustees should ensure that they receive the advice and information they need in order to make good decisions.

Skills and experience: the trustees should have the diverse range of skills, experience and knowledge needed to run the organisation effectively.

Development and support: trustees should ensure that they receive the necessary induction training and ongoing support needed to discharge their duties.

The chief executive: the Board should make proper arrangements for the supervision, support, appraisal and remuneration of its chief executive.

4. Board review and renewal

The Board should periodically review its own and the organisation's effectiveness, and take any necessary steps to ensure that both continue to work well.

The supporting principles are:

Performance appraisal: the Board should regularly review and assess its own performance, that of individual trustees, and of sub-committees, standing groups and other bodies.

Renewal and recruitment: the Board should have a strategy for its own renewal. Recruitment of new trustees should be open and focused on creating a diverse and effective Board.

Review: the Board should periodically carry out strategic reviews of all aspects of the organisation's work, and use the results to inform positive change and innovation.

The Governance Hub produces a pocket guide '*Recruit a Trustee*' and a toolkit for good practice in trustee recruitment. Further help is available in the form of the Trustee Bank Directory, which covers brokerage services and placement services, which can match trustees with vacancies on the boards of voluntary organisations. These organisations can help you fill trustee vacancies.

5. Board delegation

The Board should set out the functions of sub-committees, officers, the chief executive, other staff and agents in clear-delegated authorities, and should monitor their performance.

The supporting principles are:

Clarity of roles: the Board should define the roles and responsibilities of the chair and other honorary officers in writing.

Effective delegation: the Board should ensure that staff, volunteers and agents have sufficient delegated authority to discharge their duties. All delegated authorities must have clear limits relating to budgetary and other matters.

Terms of reference: the Board should set clear terms of reference for sub-committees, standing groups, advisory panels, etc.

6. Board and trustee integrity

The Board and individual trustees should act according to high ethical standards, and ensure that conflicts of interest are properly dealt with. The supporting principles are:

No personal benefit: trustees must not benefit from their position beyond what is allowed by the law and is in the interests of the organisation.

Dealing with conflicts of interest: trustees should identify and promptly declare any actual or potential conflicts of interest affecting them.

Probity: there should be clear guidelines for receipt of gifts or hospitality by trustees.

7. Board openness

The Board should be open, responsive and accountable to its users, beneficiaries, members, partners and others with an interest in its work. The supporting principles are:

Communication and consultation: each organisation should identify those with a legitimate interest in its work (stakeholders), and ensure that there is a strategy for regular and effective communication with them about the organisation's achievements and work.

Openness and accountability: the Board should be open and accountable to stakeholders about its own work, and the governance of the organisation.

Stakeholder involvement: the Board should encourage and enable the engagement of key stakeholders, such as users and beneficiaries, in the organisation's planning and decision-making.

The full Code and a pocket edition can be found on the Governance Hub website. It is backed up by a Toolkit available from the Governance Hub providing structured and practical steps for applying the Standards.

www.governancehub.org.uk

The Role and Responsibilities of Trustees

Whether you are a Trustee, or are considering becoming one, it is very important that you are clear about what is entailed in this role. The National Occupational Standards for Trustees outline the skills and knowledge that Trustees need to develop. It is not essential for every Trustee to have all these skills and knowledge as soon as they become a Trustee. The units of the National Standards are not compulsory, nor do they represent a legal framework. They are intended as a source of guidance to help Trustees be more effective in their role. Some areas of the Standards will not be applicable if your organisation is small. However, they will provide guidance on areas that, as your organisation grows, you, as a Trustee, should be thinking about

The National Occupational Standards are organised into four units. A pocket sized edition is enclosed in this Newsletter

Safeguard and promote the values and mission of the voluntary or community organisation

Determine the strategy and structure of the voluntary or community organisation

Ensure the voluntary or community organisation operates in an effective, responsible and accountable manner.

Ensure the effective functioning of the voluntary or community organisation's board of trustees.



Training in trustee roles is very useful and, if done as a group, can help to build the organisation's team, while training courses with others can help broaden ideas. Training is available from a number of sources, including many local Councils for Voluntary Service, and the Workforce and Governance Hubs have begun a pilot of the first national accredited learning scheme for trustees and committee members, based on the National Standards. The full National Occupational Standards and a toolkit to enable you to work through them are available on the Workforce Hub website www.ukworkforcehub.org.uk

Also available from the Governance Hub's website (under "Other Hub Publications") What Management Committees Need to Know": a guide aimed at helping small voluntary organisations and Community Groups to understand the Trustee and Management Committee National Occupational Standards

Publications available from the Governance Hub

all (except *A-Z of Good Governance Cards*) free to download from www.governancehub.org.uk

- **The A-Z of Good Governance**
26 cards, which include illustrated explanations of some of the key terms used in governance and trusteeship: exercises aimed at helping you and your organisation to reflect on how you operate as a board. £5.00
- **Good Governance: A Code for the Voluntary and Community Sector** to help and support board members: sets out best practice in trusteeship and, though not mandatory, organisations complying with the Code are invited to state this in their Annual Report. £5.00
- **Code of Governance Toolkit** based on Good Governance: a Code for the Voluntary and Community Sector, shows what a well-governed organisation looks like and the practical steps to achieving good governance. £15.00
- **Good Governance: Code for the Voluntary and Community Sector a Summary** £1.00 each or £8.00 for ten
- **Reducing the Risks: A Guide to Trustee Liabilities** provides unambiguous information on trustee liability. £5.00
- **Trust Youth** a guide to what being a trustee means, for

children and young people, letting them know what trusteeship is all about and explaining key terms. For adults and organisations too, suggesting the best way to recruit and support young trustees. £6.00

- **Trustee & Management Committee National Occupational Standards;** complements *Good Governance: A Code for the Voluntary and Community Sector* "The Standards" represent a standard of best practise for the role of governance. £10.00
- **Trustee & Management Committee Members National Occupational Standards Toolkit** to help you use The Trustees and Management Committee Members National Occupational Standards within your organisation: structured and practical steps for applying the NOS Standards. £15.00
- **Trustee & Management Committee National Occupational Standards Pocket Book** £1.00 each or £8.50 for ten
- **Tending your Board** a guide to improving the way your board works. Suggestions are grouped into monthly themes to help busy trustees make in-roads into improving their work. £5.00 for ten
- **The Good Practice in Trustee Recruitment Toolkit** sets out practical advice for

seeking the best people to govern a community or voluntary organisation. £15.00

- **Recruit a Trustee Pocket Guide** practical advice to help you recruit a trustee for your organisation. £1.00 each or ten for £8.00
- **Learning to Fly** a leaflet providing an introduction to the role of governance in a small organisation, detailing resources for improving how your board functions. £3.00 for ten
- **Living Values Training Pack** highlights the importance of identifying values, and working by them; complements the 'Living Values' pocket guide: £8.00
- **Reducing the Risks Training Pack** to help trustees learn to assess and minimise the risks associated with trustee liabilities: £10.00
- **Funding and Costing Workforce and Governance Development** designed to enable you to plan, budget, cost, and fundraise. £5.00:
- **Is it Seaworthy?** uses real life case studies: for those who are funding and supporting the voluntary and community sector. £5.00

For a fuller description of these publications and to see the range of leaflets available from the Governance Hub please see their website where you can also register to receive their newsletter.

www.governancehub.org.uk

Governance and faith based organisations: case studies

Minorities of Europe, based in Coventry, seeks to support and assist cooperation, solidarity and exchange between different minority communities and young people in Europe. It has translated the vision of its five founders into an international network.

Trustees have been using the PQASSO system for the last four years to ensure they are making progress towards their aims. 'We need to ensure that the governance of the organisation is at the right level. You can't stand still; your systems and procedures have to grow. The roles and duties of the Board need to be well understood to ensure effective working if the organisation is to grow and prosper' says the Chief Executive, Deepak Naik.

For More information see www.moe-online.com



Al Manaar: Sisters' after-Eid party at the Muslim Cultural Heritage Centre



Minorities of Europe: Swapping Cultures initiative

Active Faith Communities: the team



Active Faith Communities Programme (AFC), established in 2002 aims to maximise the capacity of faith communities to develop and enhance lives in their neighbourhoods. It works with faith communities and faith-based organisations across West Yorkshire, assisting in exploring ideas or vision and organisational development.

AFC provides workshops, mentoring, advice and support. Its local knowledge is also used to inform and influence regional and national programmes and policies. AFC has partnered the Governance Hub by distributing and promoting the Governance Hub's *Good Governance Code* to over 400 faith-related community groups and projects in West Yorkshire. It also uses the Code to measure its own governance processes and to plan future development.

For further information see www.activefaiths.org.uk

Al Manaar, the Muslim Cultural Heritage Centre (MCHC) in West London, is a lively and thriving organisation based in a beautiful purpose-built community centre and mosque, in an ethnically diverse community. Its mission is to empower local people from all backgrounds to reach their full potential and play an active and participatory role in building stable, cohesive and successful communities. It aims to provide the Muslim and wider community with a focal point for a range of spiritual, social, cultural, economic, educational and training activities, and to enable the community to develop greater self confidence through a sense of belonging. MCHC works in close partnership with voluntary and statutory agencies and acts as a resource for the wider community.

The Centre currently provides a range of services, including a reference library, an Islamic Cultural Awareness Programme, careers guidance and advice, IT and computer training, English and Arabic language courses, a Saturday School and homework club for children, and a health and well-being initiative for ladies aged over 55. It is an active member of the very lively local Inter Faith Forum and has played an important role in working for social cohesion in the past two years, which have been a very testing time locally.

MCHC was, from the first, a partnership between local government and the community. The founding group was made up of members of the local Muslim community, local Muslim professionals and community activists. It recognised the need to encourage the involvement of women and young people and adopted a pro-active and positive action policy, embodied in the governance structures. The Executive Committee had to include at least three women and two youth representatives in its membership of seven. This was an innovation compared to the way many locally based community organisations were organised.

When MCHC registered as a charity, and as a company limited by guarantee, many of the founding group became members of the first trustee board. They undertook management training and developed an organisational strategy. An important component to their success was the setting up of sub-groups with well-defined remits and a good accountability structure to the main trustee body. This enabled the Executive Committee to be more focused. Later, the remits of the sub-groups changed to reflect the changing needs of the organisation.

MCHC continues to rely greatly on volunteers, people of vision and commitment. It has the capacity to change and adapt as the needs of the community and the context in which it operates change. The sound governance structures set in place from its foundation are not a hindrance to this flexibility; rather they provide a sound framework and foundation from which MCHC can grow.

For further information see www.almanaar.org.uk

Brentwood Day Centre, in Middleton near Manchester, aimed to provide locally based services for homeless people in the town. The Action Group which set it up was supported by the local churches, which provided many of the original members and volunteers. Brentwood registered as a charity and a company limited by guarantee. The original trustees quickly learned that good faith and enthusiasm were not enough to effectively manage a staff team and a building. Without real governance structures, dealing with staffing problems that arose early on was confusing and stressful, almost leading to the closure of the project. And, when a relative of one of the Trustees became an employee there was no structure in place to deal with conflicts of interest. Dealing with crisis sapped energy and killed enthusiasm.

However, learning from their mistakes, the trustees put into place sound governance procedures enshrined in documents and policies, and undertook training. Brentwood today is a successful centre that has grown and developed in response to the changing needs of the area. The current manager, John Crosby, stresses the need for continuing attention to governance. 'If the governance isn't good, staff morale is low. The workers need good leadership. If this is all left to the managers they can get burnt out.'

For more information see brentwoodmdc.org

FbRN publications

**REDUCED PRICE - was £14.95
- now £9.95 including postage**

Tools For Regeneration

Practical Advice for Faith

Communities Rumman Ahmed,
Doreen Finneron, Steve Miller
and Harmander Singh

The second edition of FbRN's popular Toolkit, containing updated and expanded sections on:

- the context of faith involvement in regeneration
- setting up and managing a community organisation
- community development and capacity building in faith based organisations
- evaluation and performance measurement
- fundraising and resource mobilisation
- working in partnership
- staffing and employment: a step by step guide to employing a worker in a faith based organisation
- social enterprise; from basics to marketing and impact

We have a limited number of these books left and can offer them at £9.95 each incl p+p.



Keeping it Together A reflective practice tool for faith based community development practitioners Steve Miller
£9.00 including p+p

This KIT uses the experience and insights of practitioners who attended our Faith and Community Development seminars to offer activity-based tools for eight aspects of faith based community development.

and

Priceless, Unmeasurable? Faiths and Community Development in 21st Century England Adam Dinham
£7.00 including p+p

Our report draws together existing information from regions, adds further research, and the findings from our Faith and Community Development seminar series, to produce a national overview of what faith communities DO in community development, what they ADD and what they NEED.

Save £4.00

Buy both books together for £12.00 including postage

Faiths and Frontiers on the Starship Social Enterprise boldly going as faith based entrepreneurs? Adam Dinham
£8.00 incl p+p

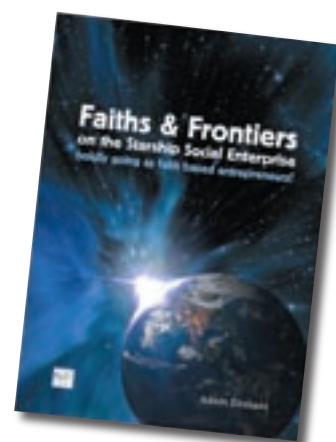
A report for policy makers, and for faith based communities themselves, on the implications of faith involvement in social enterprise. See the leaflet enclosed in this newsletter for more information or visit our website.

To order FbRN publications: download an order form from our website

www.fbrn.org.uk

or email **admin@fbrn.org.uk**

Alternatively, you can write to Val Rushton,
FbRN, Kensington Charity Centre, 4th Floor
Charles House, 375 Kensington High St,
London W14 8QH



Communities and local government

Two important opportunities for faith communities to make an input into CLG policy.

Representation on Partnerships

CLG will be publishing a consultation document on 'Principles of Representation' on 18th November. This will lead to guidance on representation in partnership, which will have a far-reaching impact in local communities. The research that FbRN did with the Church Urban Fund, Faithful Representation, is referred to in the consultation document, as is a report by the Churches Regional Network, Faith in LSPs? A summary of Faithful Representation is available on the FbRN website and the CRN report is on

www.churches-together.net

It is important that the recommendations from these two faith based reports and the views of faith stakeholders are embedded in the guidance.

This is an important opportunity to influence policy, please check the CLG website for details on how to respond

www.communities.gov.uk

FbRN will be sending more details in the email bulletin as soon as they become available.

The Inter Faith Strategy

CLG is developing an Inter Faith Strategy. The Secretary of State, Hazel Blears will launch a consultation version of the Strategy for Communities and Local Government, on 17th December. The Strategy will set the framework for CLG interaction with faith communities and faith based organisations. The consultation period is likely to be tight and we will put more details into the FbRN email bulletin as soon as we have them. Please also see the CLG website **www.communities.gov.uk** around 17th December.

The FbRN email bulletin will carry details of both these consultations when they become available. If you don't already receive the email bulletin send your email address to **valr@brn.org.uk** and we will add you to the list.

Important message

to those on our hard copy database.

Do we have your email details?

If you haven't had an e-bulletin from us recently, latest one sent 18th October, we probably don't have your correct email address and you could be missing out on some important information. If in doubt, please email your correct address to **valr@fbrn.org.uk**.

Please use this address, or the postal address on the back page, if you have received this Newsletter from a third party, and would like to be on our database, stating whether you would prefer to receive e-bulletins and e-newsletters or a hard copy of the Newsletter plus email bulletins.

Letter from the Chair of FbRN

the Hon Barney Leith

Anyone who follows the news cannot help but be aware of what a hot political topic faith and inter-faith relations are becoming.

The storm of controversy surrounding the appointment of Joel Edwards, General Director of the Evangelical Alliance, as a Commissioner of the newly-launched Equality and Human Rights Commission (EHRC) is just one example.

And now, for the first time, the Department for Communities and Local Government is drawing up an inter-faith policy for the government as part of the DCLG's response to the report of the Commission on Integration and Cohesion.

Faith is firmly on the government's agenda and this is part of the context in which we at FbRN are working.

This will present us with opportunities and with challenges. We're already benefiting from opportunities arising out of the increasing willingness of government, and the private sector, to accept faith-based organizations as potential partners in the development and delivery of policy.

The challenges will come, in part, from the greater scrutiny to which faith-based organizations will be subject, by the Charity Commission, the media, and by organizations opposed to any kind of publicly funded role for religion.

However, religion is unlikely to retreat to the private realm any time soon. Twelve per cent of the 190,000 registered charities are faith based, of which one is FbRN. At our recent review the Charity Commission said that they regard us as a well-governed charity.

The Governance Hub aims to ensure that all third sector organizations in England are governed well and to help them play a positive and trusted role in society, and I am very happy that the Governance Hub has included us in its partnership programme.



FbRN Trustees

Barney Leith	Bahá'í
Jan McHarry	Buddhist
Fran Beckett	Christian
Deepak Naik	Hindu
Dr Natubhai Shah	Jain
Leonie Lewis	Jewish
[vacancy]	Muslim
Harmander Singh	Sikh
Dorab Mistry	Zoroastrian

The Faith Based Regeneration Network UK

FbRN UK is funded by Communities & Local Government, the Esmée Fairbairn Foundation, the Church Urban Fund, Faith Communities Capacity Building Fund and the MB Reckitt Trust. The work of FbRN is supported by Anglia Ruskin University and NatWest/RBS Community Development Banking.

FbRN UK is a company limited by guarantee no. 5028047, and a registered charity, no.1107076

FbRN UK

Kensington Charity Centre
4th floor, Charles House
375 Kensington High Street
London W14 8QH

020 7471 6791/2

admin@fbrn.org.uk

www.fbrn.org.uk