



# JUNIOR LEAGUE OF LONDON

## Operating Policies and Procedures

The Junior League of London (the “JLL”) is a registered charity, a company limited by guarantee, and a member of the association of Junior Leagues International (“AJLI”). The JLL has a wholly-owned trading subsidiary, JLL Enterprises Limited (“JLLE”). These Operating Policies and Procedures are intended as an interpretation and elaboration of the Memorandum and Articles of Association of the JLL, and shall in no way be deemed a modification of those documents.

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## I. MISSION, VISION, VALUES AND COMMITMENT

### A. Mission

The Junior League of London is an organisation of women committed to promoting voluntary service, developing the potential of women and improving communities through the effective action and leadership of trained volunteers. Its purpose is exclusively educational and charitable.

### B. Vision

Our vision is of a London where each person has the opportunity and means to prosper.

### C. Values

**Diversity:** The Junior League welcomes all women who value our Mission. We are committed to inclusive environments of diverse individuals, organisations and communities.

**Collaboration:** We believe lasting societal change is achieved through both collaboration and meaningful disagreement. Living the value of collaboration inspires us to accomplish more together.

**Community:** We believe a strong sense of community is essential to human well-being. Living the value of community provides a foundation of inclusion, which allows us to make a greater impact on the world around us.

**Empowerment:** We believe that the empowerment of women is a necessary requirement to create positive, lasting societal change. Living the value of empowerment fosters trust and confidence in each other.

**Leadership:** We believe in the unique power of women's leadership abilities to transform communities for the better. Living the value of leadership allows us to make a collective difference.

**Respect:** We believe respect is a fundamental human right. Living the value of respect instills in us an unconditional positive regard for others.

**Service:** We believe it is through service that we build core relationships with others. Service is the lens through which we decide how we will invest our time and resources. Living the value of service empowers us as catalysts for lasting community change.

### D. Commitment

As a reflection of our Mission, Vision and Values, it is anticipated that each Active member assigned to a committee of the JLL will contribute a minimum of two hours per week, on average, in fulfilment of her JLL membership.

## II. POLICIES OF THE ASSOCIATION OF JUNIOR LEAGUES INTERNATIONAL ("AJLI")

The JLL embraces diversity and reaches out to women of all races, religions and national origins who demonstrate an interest in and a commitment to voluntarism. The JLL does not discriminate on the basis of race, religion or national origin.

Only women who comply with the requirements of the AJLI, the JLL's Memorandum and Articles of Association, the JLL's Code of Conduct, and these Operating Policies and Procedures shall be admitted to membership of the Junior League of London. No JLL member shall at any time be a concurrent member of any other Junior League.

All meetings and functions of the JLL shall be held at facilities, which do not discriminate against women or on the basis of race, religion or national origin.

The JLL's books and accounts shall be kept in accordance with generally accepted accounting principles in the United Kingdom and shall be audited or reviewed annually by qualified accountants at the end of each fiscal year.

The JLL will immediately send to the AJLI office evidence of any change in its status as a registered charity in the UK.

### III. ORGANISATIONAL STRUCTURE

#### A. Board of Trustees

The Board of Trustees shall be the governing body of the JLL and shall consist of: (a) the President; (b) the President-Elect "PE"; (c) the Finance Director; (d) the Nominating Director and (e) up to five At-Large Directors in each JLL fiscal year. If the incoming President and/or President-Elect is not currently on the Board of Trustees, she shall automatically join the Board upon election by the membership, therefore acquiring voting rights.

#### B. Company Secretary

As a registered company limited by guarantee, the JLL is required to designate an Employee or a member of its Board of Trustees as its Company Secretary. The Company Secretary is responsible for ensuring that the JLL complies with all filing and other requirements imposed on it by Companies House and the Charity Commission. The Company Secretary also has primary responsibility for ensuring that JLL complies with the terms of the Data Protection Act.

The Director of Operations and Volunteer Management shall serve as the JLL's Company Secretary. In any year in which there is no Director of Operations and Volunteer Management, this role shall be taken by such other JLL Trustee as the President shall appoint.

The Company Secretary also serves as Corresponding Secretary for matters that relate to AJLI.

#### C. Management Council

The Management Council shall be the body responsible for day-to-day management of the organisation, including working toward fulfilling the strategy, as determined by the Board of Trustees. It shall be chaired by the President-Elect and shall consist of: (b) the Communications Director; (c) the Community Vice President; (d) the Fund Development Vice President; (e) the Membership Vice President; (f) the Active-at-Large and (g) the Sustainer Director. The President-Elect shall chair the Management Council or she may delegate this role to another board member. If the incoming President-Elect is not currently on the Management Council, she shall automatically join it upon election by the membership, therefore acquiring voting rights.

#### D. Councils

The JLL's functions shall be divided into four areas known as Councils: Community, Fund Development, Membership and Operations. The Board of Trustees shall determine the composition of committees within each Council. Each Council shall be chaired by a Vice President, with the exception of the Operations Council, which will be chaired by the President-Elect. Each JLL committee shall be represented on a Council by the Committee Chair(s) sitting as a member of the Council leadership. 'Champions' will exist within Councils as deemed appropriate by the Council VP. Champions will work on specific issues and will not necessarily be attached to a Committee. The President shall be a non-voting, ex-officio member of all Councils. The President-Elect shall be a non-voting, ex-officio member of all Councils with the exception of Operations, for which she is Council chair.

Each Council will meet at least quarterly, as determined by the Council chair, to (a) review and make recommendations on issues or concerns within the Council's subject area for consideration by the Board of Trustees; (b) coordinate the activities of the Council's member committees; (c) implement the JLL's Strategic Plan as it applies to the Council; (d) serve as the communication link between the Management Council, Board of Trustees and the members of the Council; and (e) share essential information regarding the activities of the Board of Trustees and other Councils.

## IV. OPERATIONS

### A. WeWork

1. The JLL currently leases its office space from WeWork Moorgate. The JLL's office is located at WeWork Moorgate, 1 Fore Street Avenue, London, EC2Y 9DT
2. The WeWork building is open 24 hours seven days a week, but the reception desk is only staffed from 8am to 6pm, Monday to Friday.
3. Under the terms of the lease and WeWork's policies, the JLL is entitled to use meeting rooms at WeWork free of charge, booked through the JLL's staff. All meetings or work taking place at WeWork must be booked at least one week in advance and arrangements made with the office to collect the access key. The latest room booking procedures can be found on webpage under members resources as well as in the Appendices.

### B. JLL Office

1. The JLL office is staffed Monday – Thursday 9.30am- 5.30pm and is physically manned a minimum of one day a week, with the remainder managed as agreed with the President-Elect. The WeWork building is available to JLL members during building hours, so long as they provide notice and pre-arrange to collect the spare key card from the office and arrange for its return afterwards.
2. WeWork Meeting rooms are available for JLL business only; Meeting rooms must be booked in advance by contacting the office staff with a weeks' notice. Committee Chairs are reminded (a) to check with JLL office staff to ensure availability of meeting space before announcing a meeting to committee members, and (b) that the cost of hiring a meeting room other than at WeWork will be charged to the applicable committee's budget. The office staff must be notified if a meeting scheduled to take place at WeWork is cancelled.
3. Members are reminded that they must take responsibility for keeping the JLL office (and all meeting rooms used at WeWork) tidy. Used dishes and glasses must be washed and stored before departure and all rubbish must be cleared; this is not in the office staff's job description. Smoking is not permitted in the office at any time.
4. In accordance with the JLL's mission to improve communities, members and employees should make efforts to prioritise environmental sustainability (recycling, going paperless, etc.) whenever possible.

### C. Employees

1. It is the intent of the JLL that each JLL employee shall be paid a fair salary for the job assigned. All employees shall sign a written contract of employment with the JLL upon commencing employment. Salary levels and pay rises shall be determined annually by the Board of Trustees (usually in March/April as part of the budgeting process) based upon the performance of the employee.
2. Each employee will agree to annual goals with a mid-year performance review in November and Annual Performance review in May. These reviews will be conducted by the President-Elect, with the President-Elect attending the May review. If the P-E-E has been identified and agreed earlier in the year than the regular slate process, she shall participate in the November review as well. In the absence of a President-Elect, the President will conduct performance reviews. At a minimum, the reviewer shall obtain oral or written reviews of the employee's work from the Management Council and Board of Trustees.

3. Members in good standing are eligible for employment by the JLL.

If a member is hired by the JLL, during her employment she may not serve in a Nominated position (i.e., Placement, Nominating, Management Council or Board of Trustees), unless the Board of Trustees approves an exception.

- i. In addition, if the employed member is asked to join the Board of Trustees, written permission must also be obtained from the Charity Commission as outlined in our Memorandum & Articles (Memorandum 5, Sub-clause 4c), prior to appointment.
- ii. The employed member may serve as a Committee Chair with permission from the Management Council.

## D. Membership Directory

The Membership Directory (roster of members' names and contact details, including e-mail addresses) is for JLL members' use on JLL business only. IT MAY NOT BE USED FOR THE PROMOTION OF ANY ACTIVITY UNRELATED TO THE JUNIOR LEAGUE OF LONDON, NOR MAY IT BE USED FOR PERSONAL GAIN OR MADE AVAILABLE FOR COMMERCIAL OR SOLICITATION PURPOSES. Members' personal details (names and contact details, including e-mail addresses) may not be released to outside individuals or organisations, even in relation to a JLL-related event or activity, unless the member's permission is explicitly received in advance. Infractions of this policy will be brought to the attention of the Board of Trustees and may result in termination of membership.

## E. Scheduling Meetings and Events

The office staff, under the direction of the President-Elect, shall maintain a calendar of meetings and events comprising all JLL-related activities, as well as major communications deadlines, and shall be responsible for continuously adding this information to the JLL website. Prior to scheduling new JLL meetings, events or activities, Committee Chairs must check the current Calendar to ensure that there is no conflict with any other JLL activities. A request to officially schedule a new activity that involves more than the members of a single committee must then be made to the President-Elect before the activity may be added to the Calendar. The most current version of the JLL Calendar shall always be made available online.

## F. General Meetings

1. The schedule of General Meetings and their locations is made available to all members in advance and posted on JLL internal communications channels. All members are invited to attend. The posting of this schedule through JLL eCommunications and Social Media shall constitute notice of the General Meetings as required by the Articles of Association. Pursuant to Article 7, 4 of the Articles of Association, the schedule of General Meetings shall also be delivered to the JLL's auditors by the Company Secretary.
2. All Active and New Members are required to sign in at the start of each General Meeting.
3. Pursuant to Article 13, 2, b of the Articles of Association, minutes will be taken of the proceedings at General Meetings if official business is conducted, i.e. if any votes are scheduled to be taken. The Company Secretary shall have primary responsibility for ensuring that this occurs and that copies of all minutes are filed in the JLL office.
4. Any JLL member may bring her infant, up to the age of six months, to General Meetings. However, if the infant becomes a distraction, the member must remove the infant from the General Meeting room. Children must be supervised at all times.
5. Mobile telephones and other communication devices must be turned off or placed on "silent" during General Meetings.
6. Each year, the General Meeting held in May shall be deemed to be the JLL's Annual General Meeting.

## G. Council and Committee Meetings

1. The schedule of Council and Committee meetings and their locations shall be determined at the beginning of the year and made available to their members in advance.
2. Meeting attendance will be taken and shared with the Placement & Transfers Committee for crediting of points, as appropriate.
3. Agendas should be shared in advance of the meetings and minutes taken and shared after with the group members.
4. Any JLL member may bring her infant, up to the age of six months, to a Council or Committee Meeting. However, if the infant becomes a distraction, the member must remove the infant from the meeting. Children must be supervised at all times.
5. Mobile telephones and other communication devices must be turned off or placed on "silent" during General Meetings.

## H. Voting at General Meetings

1. Active and Sustaining members in good standing and residing in the UK at the time a vote is called may vote on any matter brought to a vote at a General Meeting. Voting on all matters at General Meetings shall be by ordinary resolution; that is, by a simple majority of votes cast, including absentee or proxy ballots, if any. All votes, including absentee and proxy, will be counted at the General Meeting and the vote will be considered closed after votes have been counted at the General Meeting. The Board of Trustees shall determine an appropriate procedure to ensure that only eligible members vote and that each such member votes only once.
2. Quorum shall be determined as set forth in Article 9, 2 of the JLL's Articles of Association, specifically, one fifth of the members entitled to vote upon the business to be conducted at the meeting, or one tenth of the total membership at the time, whichever is lesser.
3. Notice that a vote will be taken at a General Meeting, including notification and/or a written description of the subject matter of the vote, shall be delivered to all members eligible to vote at least ten days prior to the meeting date. Such notice may be delivered by post, e-mail or such other mechanism as the Board of Trustees shall determine. Additional materials pertaining to the vote may be posted on the JLL website.
4. The result of a ballot shall be presented at the General Meeting in which it is taken and all members shall be notified of the result the next business day after the vote the General Meeting by any method deemed appropriate by the Board of Trustees (eCommunications, Members' area of the website, Social Media, announcement at a General Meeting, etc.). The vote shall also be recorded in the minutes of the next meeting of the Management Council and Board of Trustees,
5. Proceedings at all JLL General Meetings shall be governed by the current edition of Robert's Rules of Order, New Revised, unless inconsistent with the JLL's Memorandum or Articles of Association or these Operating Policies and Procedures. See Articles 13 through 18 of the Articles of Association.

## I. Voting by Absentee or Proxy Ballot

1. Any notice sent to members regarding a vote to be taken at a General Meeting shall state how an absentee ballot or proxy voting form may be obtained and the process which may be used by members eligible to vote but unable to attend the meeting to use either mechanism. The stated deadline for completing this process shall be not less than ten days after the date the notice is sent to members.

2. Each absentee ballot or proxy voting form must be signed by the member voting and shall be revocable by the member prior to the vote. Any absentee ballot or proxy voting form which is not signed or which is not returned prior to the deadline specified in the notice shall be deemed void. If a member attends the meeting where the vote takes place after having submitted an absentee ballot or proxy voting form, she must either recuse herself from the vote or notify the President prior to the meeting that she wants her absentee ballot or proxy voting form to be voided.
3. The President shall designate a member of staff or a member of the Board of Trustees who will independently count the absentee ballots and present their report to the President prior to the General Meeting at which the vote is to be taken. If a motion to be voted on is materially amended at the meeting, the absentee ballots shall be deemed void, but proxies may still be voted by the proxy holder. The President shall determine whether any amendment is material for this purpose.

## J. Voting by Electronic Ballot (eVote)

1. Any matter which could properly be brought before the voting members of the JLL at a General Meeting may instead be voted on by electronic ballot. Members must be given no less than ten days from sending of the ballot materials to cast their electronic ballot online. The Board of Trustees shall determine an appropriate procedure to ensure that only eligible members vote and that each such member votes only once.
2. Each electronic ballot shall be revocable by the member prior to the specified deadline. Any electronic ballot which is not cast online prior to the specified deadline shall be deemed void. Quorum for a vote by electronic ballot shall be determined in the same manner as that for votes taken at a General Meeting (see above under "Voting at General Meetings"). Voting on all matters by electronic ballot shall be by a simple majority of votes cast.
3. The President shall designate a member of staff or a member of the Board of Trustees who will independently verify the electronic ballots and present their report to the President (except with respect to votes for slated positions as described in subsection 4 below). The result of each electronic ballot shall be recorded in the minutes of the next meeting of the Management Council and Board of Trustees, and members shall be notified of the result the next business day after the vote has closed by any method deemed appropriate by the Board of Trustees (eCommunications, Members' area of the website, Social Media, announcement at a General Meeting, etc.).
4. In the case of votes for slated positions (see "Membership Council – Board of Directors; Placement & Transfers and Nominating Committees"), the electronic ballots shall be processed and counted by a member of staff or the Nominating Committee. The slate ballots shall not be required to be signed and the Nominating Committee will put in place appropriate mechanisms to ensure voting confidentiality and to ensure that only eligible members vote. The result of the ballot shall be announced to the membership the next business day after a vote has closed. Members shall be notified of the result by any method deemed appropriate by the Board of Trustees (eCommunications, Members' area of the website, Social Media, announcement at a General Meeting, etc.). The result will also be recorded in the minutes of the next meeting of the Management Council and Board of Trustees. The number of votes for or against the slate shall not be disclosed.

## K. Strategic Plan

To ensure focus on and continuity in the organisation and charitable activities of the JLL, the Board of Trustees shall serve as the authors and stewards of Strategic Plan. The Strategic Plan shall be presented to the members at a General Meeting, or otherwise made available to them, by no later than 30 September. The plan shall be reviewed annually with a major review / refresh occurring at least every 5 years.

## L. Data Security

The JLL will secure all sensitive data and store minimum and necessary data as required to conduct operations as outlined in the [Information Security Agreement \(ISA\)](#). The JLL will follow all relevant, current data protection rules and legislation. All employees must comply and sign the ISA. All members must adhere to the guidelines contained with the ISA. The ISA will be reviewed at a minimum, annually, and updated as required throughout the year, as new rules, guidance or legislation come into effect.

## V. COMMUNICATIONS

### A. Purpose

The Communications Committee is responsible for internal communications that keep the JLL membership informed, as well as external communications that promote the JLL in the community.

### B. External Communications

1. The JLL President or her designee will serve as the official media spokesperson for the organisation. A JLL member may only initiate contact with the media with prior approval from the President and the Communications Director.
2. The Communications Director, or a member of the Communications Committee designated by the Communications Director, will act as the public relations liaison with the media. All public statements and communications directed to the media must be approved by the Communications Director with review by the President.
3. All external promotional materials concerning the League must be approved by the President-Elect and the Communications Director, prior to use. Examples of promotional materials include, but are not limited to, flyers, advertisements and programme, sales letters and brochures for Living in London: A Practical Guide, letters or e-mails requesting in-kind donations for community projects and recruitment advertisements for new members. This pertains to all channels for promotion, including but not limited to, print, email, electronic and social media. External communications materials that have been pre-approved in this manner, such as form letters, are exempt from this review.

### C. eCommunications

1. The purpose of eCommunications is to provide timely and concise announcements to the JLL membership. The JLL Journal is distributed approximately bi-weekly; Snapshot is distributed approximately quarterly. Both communications are on a schedule published in the JLL Calendar. The JLL office staff, the Communications Director and the P-E are responsible for drafting and distributing of The JLL Journal, based on the calendar of events listed on the website. Council Chairs are responsible for approving dates added to the diary on the website (but must seek approval from the President-Elect regarding events with a cost attached to them. Council chairs are responsible for notifying the office if they would like to include additional announcements. The JLL Journal must be approved by the Communications Director and President-Elect, prior to distribution.
2. All internal communications (Sustainer newsletter, eFlashes, etc) must be approved by the Communications Director and President-Elect prior to distribution.
3. Announcements for The JLL Journal must be submitted to the office staff and Communications Director, in the format prescribed by the office, by the Sunday at 6 pm before each issue is distributed. Failure to follow such format guidelines may result in an announcement not being included in The JLL Journal.
4. JLL members who have provided an email address to the JLL office staff and who have consented to being contacted by the JLL in this manner are included on the eCommunications distribution list. JLL members who

do not wish to receive eCommunications may contact the JLL office staff.

5. The JLL will make every effort to ensure that all eCommunications are free from computer viruses and that e-mail addresses are not disclosed to the mailing list.. The JLL accepts no liability, nor will it compensate for any damages incurred, should either event occur.

## D. Website (www.jll.org.uk)

1. The purpose of the website is two-fold: Public Area – To provide information to the public, including community partners, prospective members, and potential sponsors, about the JLL; and Members' Area – To provide a secure area where members of the JLL can access member specific information, including membership directories, an e-mail facility, forms, forums, committee information, etc.
2. All content on the website should be reviewed by the Communications Director and/or the office for relevance and accuracy a minimum of once per quarter. Council chairs are encouraged to review their respective sections as part of their Council meetings and inform the office of any changes. Submissions for the website follow the approval processes outlined below, and must conform to the standards set by the JLL.
  - a. Website – Approval Process – Public Area. The public pages of the website shall include basic information about the JLL, its community programmes, fundraisers and membership. It shall not contain any personal contact information for JLL members or notices of member-only events, such as General Meetings.

To post information on the public pages of the website, content must be sent to and approved by the Communications Director and office. The President and President-Elect shall receive prior notification before major changes to the public area are posted.
  - b. Website – Approval Process – Members Area. To post content on the members pages of the website, content must be sent to and approved by the Communications Director and office staff. Committee Chairs are responsible for notifying the office staff when content should be removed or altered from the site.
  - c. Link Exchange. Members must obtain approval with the Communications Director before offering a link to an external website from the JLL website or before requesting a link to the JLL website from a third-party website to ensure that association with the organisation would not damage the reputation of the JLL.

## E. Advertising and Announcement Guidelines for JLL Communications

1. **Advertisements vs Announcements.** Advertisements are from organisations that pay a fee to the JLL to solicit JLL members. Announcements are from organisations that do not pay a fee to be listed in JLL publications, and are published with the intent of informing JLL members about services, opportunities or upcoming events in the community.
2. **Advertising Policies.** Advertisements are permitted in The JLL Journal and Living in London. Advertisements in other JLL publications may be permitted as deemed appropriate by the Management Council. Advertisements on the JLL website or in eCommunications may be proposed by the Communications Director and may be permitted with Management Council approval. Committee Chairs must consult the Communications Director before promising any 'quid pro quo' agreement with funders or donors. If the matter cannot be resolved by the Communications Director, it should be brought before the Management Council.

In order to advertise in a JLL publication, advertisers must satisfy the following criteria:

- a. Be a reputable organisation or business with which the JLL would be proud to be associated;
- b. Must provide a potential benefit to the JLL, its members or its projects; and
- c. Not be in conflict with the JLL's mission.

The JLL accepts no responsibility for vetting the quality of goods or services provided by its advertisers.

With respect to advertisements, the JLL Communications Committee:

- a. Reserves the right to edit all advertisements submitted for publication;
- b. Reserves the right to refuse any advertisement not deemed acceptable, received after the specified deadline, or not paid for in full prior to publication;
- c. Cannot guarantee the location or placement of an advertisement, unless the advertiser specifically pays for a particular location or placement;
- d. Will group advertisements together in publications and channels at its discretion;
- e. May charge advertisers additional amounts if advertisements are not provided in the specified digital format to the JLL; and
- f. Accepts no responsibility for errors submitted in advertising materials.

3. **Announcement Policies.** Announcements are permitted in eCommunications, on the JLL website, and on JLL Social Media. The Management Council may approve announcements being placed in other JLL publications and channels.

In order to post an announcement in any JLL communication, organisations and their announcements must:

- a. Be a well-known and reputable non-profit organisation, or alternatively a for-profit organisation promoting an event where the proceeds will go directly to charity, with which the JLL would be proud to be associated;
- b. Neither be in conflict with the JLL's fundraising or ongoing volunteering opportunities, e.g. event dates cannot conflict with JLL events, nor solicit the JLL membership to fundraise or volunteer for another organisation on an ongoing basis;
- c. Be one-off events or giving opportunities, i.e. ongoing volunteering or giving opportunities will not be accepted; and
- d. Not be political in nature.

With respect to announcements, the JLL Communications Committee and/or the JLL office:

- a. Reserves the right to edit all announcements submitted for publication;
- b. Reserves the right to refuse any announcement not deemed acceptable or received after the specified deadline;
- c. Will only include announcements on a space available basis and cannot guarantee the location or placement of an announcement; and
- d. Will group announcements together in communications vehicles at its discretion.

Announcements should be submitted to the office staff and the Communications Director.

## F. Social Media (Facebook, Instagram, Twitter, LinkedIn, YouTube, Pinterest, etc)

1. The purpose of the JLL's social media platforms is to provide a means of instant communication with and to encourage more interaction among current members, sponsors, potential members and community partners.
2. The Communications Committee is responsible for the day-to-day management of the JLL's social media platforms and profiles. JLL leaders and members are also encouraged to make frequent posts on JLL social media platforms.
3. As social media is a fast-paced world, posts by the office staff and JLL members are on an honour system. Posts made by members or the office staff on public social media platforms should be mission-driven, reflect well on the JLL and follow our Operations Policies and Procedures as outlined in the Announcements Policies.
4. Similarly, the office staff or JLL members may proactively post JLL news on the platforms of other organisations, provided they are like-minded organisations and that association with the organisation would not damage the reputation of the JLL.

## G. Style Guide and Photographs

1. All JLL communications shall be written in UK English, using UK English spelling, punctuation, time and date formatting.
2. All JLL communications shall conform with the guidelines in the JLL Communications Handbook and AJLI's Identity Standards (available from the Operations Council), unless previously discussed with and approved by the Communications Director and the President-Elect. These Identity Standards provide guidelines on, among other things, choice of typeface and proper use of the JLL logo.
3. Photographs of children used on the JLL website, social media or any JLL printed materials may be used only with the permission of the appropriate Council VP or Communications Director, who shall be responsible for ensuring that the parent or guardian of each such child has signed a release permitting the photograph to be published by the JLL. The JLL shall abide by the procedures put in place by the community partner directly responsible for the children regarding the format, and disclosure to the JLL, of such releases. In order to minimise the risk that photographs of children are used without permission, members should refrain from uploading photographs to smugmug, etc. without signed permission forms.

## VI. COMMUNITY

### A. Community Focus

1. The Junior League of London aligns its community activities around a central Community Focus in order to maximise impact in a particular area. The Community Focus shall be re-evaluated at least once every eight years by the Board of Trustees, led by the Community VP, in order to determine whether the current Community Focus should remain in effect or whether a new Community Focus should be developed. At a minimum, such evaluation shall include a review of community need, impact of the current focus and membership preferences.
  - a. The current Community Focus, Poverty, was approved by the membership during the 2007-2008 fiscal year and was re-evaluated by the 2014-15 Board of Trustees. Poverty was approved as the Community Focus through 2023-24, and thus, will need to be re-evaluated during the 2022-23 League Year.
  - b. In 2015-16, Community Action Teams (CATs), which group our community work into issues-based activities designed to provide members with a deeper understanding of particular issues in London, were introduced. The CATs also provide member development opportunities through training sessions, JLL-led volunteer activities and partner-led activities. CATs operate alongside Community committees.
2. If it is determined that a new Community Focus should be selected, the Community VP and the Community Council (with a suggested taskforce, specifically designated for this project) shall develop alternative(s) for a new Community Focus, using the criteria set forth in the preceding paragraph. The Community VP, and aforementioned taskforce, shall present the new Community Focus alternatives to the Management Council and Board of Trustees. After obtaining the approval of the Management Council and Board of Trustees, the Community Council shall present the new Community Focus alternative(s) to the membership at a General Meeting, during or after which the membership shall vote to approve the new focus from among the options presented.
3. The JLL has a two-pronged approach to its community outreach:
  - a. Long term community projects; and
  - b. Short term community projects

## B. Long Term Community Projects

1. **Project Criteria.** Projects must be compatible with the mission of the JLL and meet a real community need within the scope of the JLL Community Focus. Projects shall provide constructive opportunities for training and development of JLL volunteers. JLL involvement in a project must be realistic in terms of the Strategic Plan, membership interest and JLL resources, both volunteer and financial.
2. **Project Selection/Adoption.** At the direction of the Management Council or Board of Trustees, the Community Council or designated task force shall research and develop potential new projects within the Community Focus. The Council shall present a formal project proposal to the Management Council for each project, which shall include the following components: project goals and objectives; project details including a timeline for development and execution during the first year; JLL volunteer responsibilities and commitments; a description of placement opportunities; JLL volunteer training; potential community partners and a description of their roles and responsibilities; project budget including potential funding sources; risk assessment; and impact measures.
  - a. The Management Council shall consider the proposal in the context of the project criteria set forth in Section 1 above. If approved by the Management Council, the proposal will then be considered by the Board of Trustees. If approved by the Board of Trustees, the Community Council or designated taskforce shall present the project to membership at a General Meeting or via an eVote, at which point the membership shall vote on whether to approve the project.
  - b. Upon adoption of a project, the Community Council or designated task force shall draft a written contract/letter of agreement between the JLL and individual community partners shall be drafted and signed by all parties delineating roles and responsibilities including, but not limited to, a description of the project and purpose, the duties and responsibilities of all parties, the resource commitment expected of each party including administrative assistance, volunteers and funds of all parties, a timetable for the life of the project, the photo release and DBS checking procedures to be used, and a statement delineating each parties' responsibility for liability and insurance. As with all other JLL contracts, this will be signed by the President-Elect on behalf of the JLL. If the President-Elect is away from London for an extended period, the President may sign in her place. If the project involves children, the JLL's Child Protection Policy (Appendix C) shall be attached to this contract/letter agreement for the information of the community partner(s).
  - c. Once a project is approved, it is the responsibility of the Placement & Transfers Committee, working with the Community Council or designated task force, to ensure that the project is properly staffed.
3. **Project Evaluation.** The committee responsible for each long-term project shall be responsible for developing a one year plan and annual budget. The committee will put in place appropriate targets and measures to assess the progress and success of the project on an ongoing basis. Each committee shall monitor the progress of its project(s), including relationships with community partners, and provide periodic updates to the Community VP. In turn, the Community VP will update the Management Council on the current status of all community projects at least once each year. A new project proposal must be submitted to the membership for approval if the Management Council determines that a project's goals and/or resources have changed significantly from those originally approved.
4. **Project Termination/Transition.** If, as a result of the evaluation process, it is determined that a project no longer meets the JLL project criteria or that it has matured and is ready for handover to the community, the project shall be terminated or transitioned. The steps for terminating or transitioning a project are: the creation of a written plan by the committee chair with the help of the Community VP; the approval of the plan by the Management Council; a presentation to the membership regarding the intent to terminate or transition the project, a membership vote on the proposal; and implementation of the plan, if it is passed.

## C. Short Term Community Projects

1. Short term community projects are designed to:
  - a. provide JLL members the opportunity for hands-on community experience with minimal time commitment;
  - b. respond to specific and varied needs of the community that can be addressed in a single session;

- c. involve the JLL in and raise members' awareness of London's neediest areas beyond the JLL long-term project areas and/or beyond the JLL's Community Focus; and
  - d. provide broader awareness and understanding of the JLL within the voluntary/charitable sector, beyond our ongoing community partners.
2. One-off projects/shifts are designed according to the following guidelines:
- a. the end beneficiaries must be individuals in need in the London community;
  - b. the volunteer work must have an impact on the community and an impact on the volunteer;
  - c. the volunteer work must not be solely for the purpose of fundraising;
  - d. must be at least a 3-hour time commitment (however, the 3 hours can be accumulated in an agreed-upon timeframe, such as with Community Partner, City Gateway's Literacy Lunches).
  - e. should be scheduled at least once per month and at varying dates, places and times (days, evenings, weekdays, weekends, areas of London) throughout the year so that all members may participate. The organiser(s) shall endeavour to give as much advance notice as possible of upcoming shifts; however, as last-minute opportunities do occur, members are reminded to check eCommunications and the Volunteer Diary on the JLL website for the most up-to-date information.
  - f. activity leaders will share the Child Protection Policy (Appendix C) with participants prior to projects/shifts involving children.

## D. Partner Agreement.

Upon adoption of a new partner, a written contract/letter of agreement between the JLL and individual community partner shall be drafted and signed by all parties delineating roles and responsibilities including, but not limited to, a description of the project and purpose, the duties and responsibilities of all parties, the resource commitment expected of each party including administrative assistance, volunteers and funds of all parties, a timetable for the life of the project, the photo release and criminal records checking procedures to be used, and a statement delineating each parties' responsibility for liability and insurance.

If the project involves children, the JLL's Child Protection Policy (Appendix C) shall be attached to this contract/letter agreement for the information of the community partner(s).

## E. Child Protection Policy.

The JLL has adopted a Child Protection Policy in the form attached as Appendix C to these Operating Policies and Procedures. All members of the JLL, particularly those working on community projects with children, must familiarise themselves with this policy. Committee leads are strongly encouraged to include the Child Protection Policy as part of their committee training materials at the beginning of each year

## F. Criminal Record Checks

All members working directly with children, specifically those participating as tutors with Colville are required to have their criminal records checked with the Disclosure and Barring Service prior to working their shift. Background checks should be completed within one month of joining a Community Action Team.

It is also recommended that criminal checks are also obtained for the entire Education & Literacy Community Action Team, the Board of Trustees and the Management Council, where budget permits.

## VII. FINANCE AND RISK

### A. Fiscal Policies

1. **Fiscal Year.** The JLL's fiscal year shall run from 1 June to 31 May.
2. **Budget.** Each spring, the outgoing Board of Trustees, led by the Finance Director, shall develop a budget for the JLL's succeeding year in consultation with the outgoing Management Council and Committee Chairs. The outgoing Management Council shall present itemised budget proposals for their respective budget lines, including a rationale based on prior year's actuals, the current budget to date and anticipated activities of the forthcoming financial year to the Board of Trustees. This budget shall be finalised and approved by the outgoing Board of Trustees by no later than April Board Meeting. This budget shall then be presented to the membership for a vote no later than one week after the April Board meeting. Such vote will occur by electronic ballot unless the budget projects a deficit for the year in an amount greater than 5% of the previous year's total operating budget, in which case the budget must be presented to the membership at a General Meeting and the vote shall take place at such meeting. The General Meeting and corresponding voting can and may, if deemed appropriate by the Board of Trustees, occur virtually. If the budget projects a deficit in an amount lower than 5% of the previous year's total operating budget, it must be presented to the membership for a vote with a detailed memo from the outgoing Finance Director explaining the rationale for the deficit. The JLL shall use "zero-based" budgeting, whereby budgeting shall start from a zero-base, irrespective of the budget of the prior year and all expenditure requests should be justified based on the needs of the organisation for the forthcoming financial year. Budget line items not used in their entirety during a fiscal year will not be rolled over into the next year.
  - a. Members of the Board of Trustees, Management Council and Committee Chairs are responsible for monitoring their income and expenditures and for keeping committee/council expenses within their respective total budgets and ensuring net income earned meets or exceeds the budget. Except as provided below, the Councils and Committee Chairs may make adjustments between existing line items within their approved budgets provided that the total budgeted amount is not altered. Unless otherwise agreed, the President is responsible for the Board Training and General Meeting budget line items, with all other line items managed by members of the Management Council and their respective Committee Chairs. There is a strict approval process for requesting an increase to the approved budget or adding unbudgeted line items, as follows:
    - i. An increase to the approved expenditure budget, a decrease to the approved net surplus of an activity or the addition of an unbudgeted line item exceeding £100 must receive approval of the Finance Director in advance
    - ii. An increase to the approved budget, a decrease to the approved net surplus of an activity or the addition of unbudgeted line items exceeding £250 must further be approved by the Board of Trustees in advance.
    - iii. An increase to the approved budget or the addition of unbudgeted line items exceeding £15,000 must further be approved by a membership vote in advance.

The bookkeepers are not authorised to write cheques for unbudgeted expenses unless these procedures have been followed.

### 3. **Resource Fund Policy**

The Resource Fund was established to meet expenditure of an emergency nature not foreseen at the time budgets were prepared, that would enhance our Mission.

A significant portion of reserve funds are designated as a resource fund, established to meet expenditures of an emergency or one off nature which occur unexpectedly or do not fit within the annual budget. When such needs arise, the Board may vote to approve use of the resource fund for sums up to £15,000 per fiscal year to cover emergency, one off or other extraordinary expenses. For extraordinary expenses exceeding £15,000 in a fiscal year, the Board must seek membership approval by vote. If the Board anticipates combined expenditures from the resource fund exceeding £15,000 in the following fiscal year, such expenditures will ideally be presented alongside the annual budget for membership approval.

#### 4. **Reserves Policy**

The JLL shall at all times keep in reserve an amount of at least one year of the annual average total JLL total Finance and Operations expenses over the last three fiscal years. This policy should be reviewed at least every three years, with the next review due in 2020-21.

### B. Budget Norms

Unless the Board of Trustees determines otherwise in any given year, each annual budget presented to the membership for approval shall adhere to the following conditions:

- The budget presented to the membership shall be balanced (budgeted income equal to budgeted expenses).
- In developing the budget, the Board of Trustees shall:
  - optimise the ration of fundraising costs (both direct costs and volunteering time) to net income generated
  - seek efficiencies in operating costs
  - and maximise spending on areas that directly relate to its mission to promote voluntary service, develop the potential of women and improve the community.

### C. Financial Reporting.

The Finance Director shall present financial reports to the Board of Trustees and Management Council not less often than quarterly. Such reports shall include a forecast against budget for the remainder of the year. The Finance Director shall also present a mid-year financial report to the membership by no later than 30 January of each fiscal year and an end-of-year financial report to the membership no later than 31 July of each fiscal year. The end-of-year report should be prepared in consultation with the immediate past Finance Director, as appropriate.

### D. Reviewing Financial Suppliers.

The Finance Director shall review the independent reviewers and bookkeepers every four years, to ensure that their rates and practices are favourable relative to other financial service providers. The review shall be conducted within the first six months of the JLL financial year. The Finance Director shall lead this review and form a task force, if necessary. The evaluation shall include the incumbent and at least two other suppliers. Recommendations from the Finance Director will be presented no later than the December Board meeting. If the Finance Director recommends changing the auditors/independent reviewers and/or bookkeepers, the Board of Trustees must vote to approve such a change. The next date for review is 2020-21.

Annually, the Finance Director shall review the insurance purchased by the JLL, the percentage of JLL costs charged to the JLL, financial risks to the JLL (as part of the risk register update) and the interest rate earned by the JLL's cash reserves.

### E. Cheque Signing Procedures.

Two signatories shall be required for cheques on JLL accounts; these can be either two primaries or one primary and one secondary. The only authorised primary signatories shall be the President, President-Elect, Finance Director, Director of Operations and Volunteer Management and JLL Bookkeeper. The only authorised secondary signatories shall be the Community, Fund Development and Membership Vice Presidents and two extra Board members to be defined on an annual basis, as needed. Signatories may not sign cheques for their own reimbursements. Only one paid staff member may sign a cheque. For the avoidance of doubt, the Director of Operations and Volunteer Management and the Bookkeeper are paid staff.

Every effort shall be made by the Director of Operations and Volunteer Management to have new mandates completed and in effect with the start of the new fiscal year, however in the event they are not completely finalised, the primary signatories from the previous fiscal year will remain eligible to sign cheques until the new mandates are in place. In the event this needs to happen, the primary signatories shall be informed of this and also shall be informed when they are no longer eligible to sign cheques.

Payments to transfer funds online shall be authorised by two primary signatories. The only authorised primary signatories shall be the President, President-Elect, Finance Director, Director of Operations and Volunteer Management and JLL Bookkeeper. Signatories may not authorise their own reimbursements. Only one paid staff member may authorise an online transfer. For the avoidance of doubt, the Director of Operations and Volunteer Management and JLL Bookkeeper are paid staff.

## F. Expense Reimbursements.

Requests for reimbursements must be in writing using the online e-form found on our website, and complying with the instructions set forth in the Expense Reimbursement Procedure found on the webpage under member's resources. Reimbursement requests should be submitted promptly after the expense has been incurred. Reimbursements for expenses incurred during any fiscal quarter will not be reimbursed if the reimbursement request is delivered to the JLL office after the deadline determined by the Finance Director and published in The JLL Journal. Such deadline shall not be more than 30 days after the close of the fiscal quarter.

Members are advised that expense reimbursements, or requests for cheques to be raised, may take approximately two weeks to process from the date of approval. Committees should plan accordingly.

As a charity, the JLL does not reimburse for committee meeting refreshments, taxis, couriers or copying done outside the JLL office unless approved in advance by the President, President-Elect or Finance Director in exceptional circumstances.

JLL funds may not be used for internal tokens of appreciation by committee chairs, officers, or committees. Exceptions to this rule are line-item budgeted funds and any discretionary funds allocated in the budget to the JLL Officers.

## G. Alcohol Policy.

As a charity, the JLL does not pay for or reimburse for alcohol, except in the following circumstances:

- Community Partner Receptions
- Fundraising events where alcohol is integral to the event
- General Meetings where the cost of the alcohol will be paid back by membership purchase.

Any reimbursement for alcohol that falls outside these parameters must be approved, in advance, by the Board.

The JLL does not reimburse for alcohol at council, committee or Sustainer meetings, Board meetings, Neighbourhood Meetings, council, committee or Sustainer celebrations (other than those listed above), or as part of travelling expenses.

## H. Income/Cash Receipts.

All income/revenue received or collected by a member on behalf of the JLL should be turned in to the bookkeepers promptly, and in any case no later than ten days after receipt. Cash should never be left in the bookkeeper's box or anywhere in the JLL office; instead, the member should transfer funds to the JLL (or JLLE, as appropriate) bank account to cover any cash received, and keep the cash. Income should be handed in together with the Income Receipt Form which can be found on the webpage under members resources, as well in the Appendices.

## I. Contracts.

A written contract must be secured for all JLL and JLLE commitments for goods and/or services exceeding £500 (inclusive of all associated costs such as payment fees, travel expenses and VAT). All contracts shall be reviewed in advance by the relevant Council Head and then submitted to the President-Elect who is the only person authorised to sign contracts on behalf of JLL or JLLE. If the President-Elect is away from London for an extended period, the President may sign in her place. The bookkeepers are not permitted to raise cheques based on a contract signed by any other member. The Board of Trustees must approve contracts for unbudgeted expenses over £2,000 before the President-Elect may sign the contract. The original, signed copy of all contracts must be delivered to the office staff for the financial records of the JLL and placed on file in the JLL office.

## J. Travel Reimbursement Policy.

It is the practice of the JLL to reimburse its members appointed to represent the JLL at conferences in the UK or abroad for expenses incurred that are directly attributable to JLL activities. The following guidelines should be adhered to:

1. All allowable expenses incurred while travelling on JLL business should be submitted for reimbursement within 45 days of completion of the trip. Where members have made payments by credit card, they will receive reimbursement for the actual exchange rate shown on their monthly credit card statement. Otherwise, they will receive the official exchange rate for the date the expense was incurred as determined by the bookkeepers.
2. All travel arrangements should be made, using the member's own credit card, as soon as possible after a trip is confirmed, and using the lowest fare available without undue stops and layovers. Air travel is to be arranged directly by each member and must be in economy class. The cost of transport to and from the airport will be reimbursed by the JLL provided cost-effective means (i.e. the Heathrow or Gatwick Express or U.S. shared van services, public transport or airport / hotel courtesy buses) are used whenever practicable. Members who extend their trip for personal reasons, or who stop over at locations other than that for the conference, shall only be reimbursed for the average cost of a direct flight to and from the conference location during the relevant time period.
3. Members will be asked to share rooms with at least one and some cases two other members at AJLI Organizational Development Institute (ODI) conferences; single room occupancy rates at ODI conferences will not be reimbursed. Members attending the AJLI Fall, Winter, and Annual Conferences may be reimbursed for single room occupancy rates. Members will only be reimbursed for hotel room costs during a conference or meeting, taking into account available flights. Payment for any additional room nights will be the responsibility of the member unless approved in advance by the Finance Director.
4. Meals not provided as part of the conference will be reimbursed at the rate of up to £60 per day (£10 for breakfast, £20 for lunch and £30 for dinner). Delegates will only be reimbursed for actual expenses up to these limits; the cost of alcohol will not be reimbursed.
5. Telephone calls or internet connection charges up to £10 per day will be reimbursed. Members are encouraged to use mobile phones/APPs or Skype/Facetime, whenever possible, rather than hotel phones.
6. A contribution towards additional dependent care (beyond what would normally be spent by the member if she were not travelling) will be made at a rate of up to £50 per 24-hour period with a maximum of £200 for the duration of any one conference/retreat. Appropriate documentation must be supplied.

## K. JLL Credit Card and Debit Card Usage

Any Debit card or Credit card held by JLL or JLLE is to be used primarily for emergency expenditures requested by the Office Staff, Management Council and/or Board of Trustees, as authorised by the President, President-Elect or Finance Director.

To the extent that a committee chair/co-chair requests permission to the use the JLL Debit to limit large expenditures being required of committee members, for instance Holiday Hampers, the following steps should be taken to authorise charges to the credit/debit card. Individual charges requested by a committee member are to be approved by the committee chairs and Council VP via email to the Office with the President, President-Elect, Finance Director and Bookkeeper in copy before the office staff puts through the payment as detailed in the request. Purchases requested by the Council VP, need to be approved by either the President, the President-Elect, or the Finance Director.

Invoices and member expense reimbursement are the primary means of covering committee expenses.

Use of the credit or debit card should not be the default means of payment and be limited to instances where a member's committee-related expenses are anticipated to exceed £500 in total for the League Year.

**DEBIT CARDS:** To ensure availability of the Debit cards when needed and that the Debit cards are being used by an authorised card holder, there will be three Debit cards issued for both the JLL and JLLE. The Debit cards will be issued in the name of the Office Staff, President – Elect and the President. These individuals will be the only individuals authorized

to use the Debit cards in line with the agreed policy and procedures as stated above. The Debit cards will remain in place during the tenure of the respective roles, other than the President-Elect who will maintain ownership of the card when they transition into the President's role. Each individual will be responsible for cancelling the cards upon termination of their respective roles. The bookkeeper is to be promptly informed of any charges put through on the Debit card

**CREDIT CARDS:** One Credit card may be issued for each the JLL and JLLE. The Credit cards will be issued in the name of the Office Staff, who will be the only individual authorized to use the Credit cards primarily for emergency requests made by the Office Staff, Management Council and/or Board of Trustees. The Credit cards will remain in place during the tenure of the Office Staff, and will be cancelled upon termination of their role. The bookkeeper is to be promptly informed of any charges put through on the Credit card. Any credit card balance is to be paid in full upon receipt of the statement.

To the extent JLL has a debit card, the debit card is to be used in preference over a credit card, subject to sufficient JLL cash balances. As above, the bookkeeper is to be promptly informed of any charges put through on the credit or debit card.

## L. Dues Policies

1. **Dues Levels.** In February 2008, the Active membership voted to set annual dues for 2010-11 and beyond at the following levels:

Actives	£200
Sustainers	£175

New Members will pay New Members Dues upon attendance at the first new member training session. In September 2019, the Membership voted to set New Member Dues at the following levels:

Autumn Class	£200
Spring Class	£100

In February 2010, the JLL Board set Non-Resident Active and Non-Resident Sustainer dues at £100 per annum.

Dues amounts are based on timely receipt. Additional dues for payments received after the stated deadline:

- 1 day to 1 week late – 15% dues
- 8 days to four weeks late – 25% dues
- 29 days late to 30 June – 35% dues

Incoming transfer members completing their transfer between 1 July and 31 December of each fiscal year pay 50% of the dues rate, less the amount of the AJLI Head Tax plus an administration fee of £30; those completing their transfer between 1 January and 30 June each fiscal year pay only the £30 administration fee.

Members dropped for non-payment of dues or who have resigned in good standing may be reinstated after paying the current year's dues in full.

Members who resign in good standing and then wish to reinstate in order to be immediately transferred to another Junior League do not pay dues to the JLL, but do pay a £50 reinstatement and transfer fee.

2. **Dues Payment Process.** Active and New Members in good standing will receive their dues and placement package by early April of each year. Dues payments must be made and placement forms completed, by the stated deadline for that year, usually by the end of April. Members returning their dues payment and paperwork after the deadline (a) will incur a late fee as stated above in section 1, and (b) will not be placed on a committee until after all members paying on time have been placed.

Sustainers, Non-Resident Actives and Non-Resident Sustainers will receive their dues package by mid to late April and must complete their dues payment by the stated deadline for that year, which shall be no later than 31 May.

Late payments will incur a late fee as stated above in section 1.

Members who have not paid their dues by 15 June of each year will be contacted by either the Membership VP or a member of the Placement Committee at the most current e-mail address or telephone number provided to the JLL by the member. The Membership VP or Placement Committee will explain that if the dues are not paid by 30 June the member will be dropped from membership. A list of all members receiving such communications shall be provided to the Board of Trustees. Members who have not paid their dues by 30 June will be dropped for non-payment of dues, except in cases where the Board of Trustees determines that extenuating circumstances exist. A dropped member may apply to the Membership VP to be reinstated; see above for reinstatement fees.

3. **Dues Increases.** The amount of dues is subject to review each year by the Management Council and should be considered and decided no later than December annually. If a dues increase is proposed it must be approved by the Board of Trustees and then the membership, either at a General Meeting or by electronic ballot. This approval shall occur prior to the Board submitting a new budget based on the proposed dues increase.
4. **Dues Refunds.** JLL members who transfer to another Junior League may be entitled to a refund of a portion of their dues depending on the date of the transfer. See AJLI policy entitled "League Dues Procedures for Transferring Members" available from the League office. No other refunds of dues or New Member dues are available.
5. **Dues Scholarship Fund.** The Board has established a Dues Scholarship Fund to advance the leadership skills of women in the community by providing financial assistance to members seeking to strengthen their professional skills and personal development. Priority will be given to members with the greatest financial need who also demonstrate the values of the JLL. The application and awards process will follow the Scholarship Fund policy outlined in the Appendices.

## M. Fund Development

1. **Fund Development Responsibilities.** All solicitations for funds or in-kind donations to support the JLL must be coordinated through the appropriate Fund Development Committee. Members in other Councils, including New Members, who have fundraising ideas or leads on corporate donations or sponsorships must liaise directly with the Fund Development VP or chair of the relevant Fund Development committee before acting on the JLL's behalf. Committees actively involved in procuring in-kind donations must coordinate with the Fund Development VP or chair of the relevant Fund Development committee to ensure mutual awareness of JLL corporate solicitations and donations.
2. **Fund Development Communications and Contracts.** Members are reminded that all external communications must be approved in advance by the President-Elect and the Communications Director and that contracts may only be signed by the President-Elect. Committee chairs must check with the relevant JLL Council lead before promising any type of "quid pro quo" agreement with funders or donators (e.g., an advertisement in a JLL publication).
3. **JLL Is Not a Fundraising Agent.** The JLL does not act as a fundraising agent for other organisations. Thus, for example, member time spent on a volunteer shift may not be for the sole purpose of collecting money or raising funds for another organisation.
4. **Approval of Fundraisers.** All new fundraisers designed to raise £15,000 or more must first be agreed by the Fund Development Council, Management Council and Board of Trustees before being presented to and approved by the membership. Smaller fundraisers must be approved by the Fund Development Council, Management Council and if the Management Council deems it necessary, by the Board of Trustees.
5. **Gift Aid and Corporate Matching Programmes.** All members engaged in fundraising are reminded of the importance of placing "Gift Aid" notifications, and/or corporate matching reminders, on their fundraising materials if applicable. Further information may be obtained from the Fund Development VP or Finance Director.

## N. Investment Policies

It is the policy of the JLL to invest all funds not immediately needed to pay its obligations in interest-bearing accounts. All investments are to be made in institutions or accounts insured against loss of capital. Investments in money market accounts, certificates of deposit, or other similar instruments permitted by UK law will be made when it is apparent that there is not an immediate need for the funds. Maturity dates will be arranged so they will fall due when the funds are needed to meet the financial obligations of the JLL. The allocation of deposits and investments, as applicable, across financial institutions should be considered with respect to the maximum amount of compensation protection provided by the Financial Services Compensation Scheme.

It is the Finance Director's responsibility to oversee the investments of the League, with the approval of the Board of Trustees. To minimise risk, emphasis will be given to preserving capital rather than to maximising gains. For the most part, investments will be in cash equivalents. Any provision in this policy that is contrary to the laws of the United Kingdom is null and void and not binding upon the Finance Director.

## O. Independent Review Process

1. Independent Review Committee. The Committee will be composed of a minimum of three members of the serving Board of Trustees in the year following the fiscal year being audited or reviewed. The Committee will include the President-Elect. The President and the Finance Director (if she was not the President, President-Elect, or Finance Director during the year for which the accounts are under review) are eligible to serve on the Independent Review Committee. The Committee will participate in meetings with the Independent Reviewers, and in their review consider if: (1) the accounts are fit for purpose; (2) anything appears to be fraudulent; (3) anything has changed in the control environment which needs to be reflected in the financial accounts. In the board meeting at which the reviewed financials are presented for approval, the Independent Review Committee will present a memo outlining their view on whether the financials should be approved.
2. Timeline and Board Obligations. The reviewed financials are to be filed with Companies House by 31 December. The Board of Trustees must approve the financials before filing with Companies House. At the meeting convened to approve the financials, the Finance Director will submit a memo assessing financial controls as well as the nature of the JLL and JLLE as going concerns.

## P. Risk Register

The Risk Management Plan and Risk Register were developed as tools to help track, monitor and mitigate risks to the League. As per above, the Finance Director shall complete the annual maintenance of this plan. To ensure the Risk Management Plan and corresponding Risk Register remain relevant and reflect ongoing League practices, at the direction of the President, every five years the League shall undertake a full, comprehensive review.

## Q. Crisis Management

All crises and high risk issues shall be reported to the President and President-Elect of the League immediately. In line with Charity Commission and best practice guidance, the members of the Board of Directors will make the decision to take action, including the League's communications response, during an internal crisis or one affecting the community at large. The Board shall appoint a Crisis Management and Communications Team, which will have the responsibility of directing and coordinating all aspects of the League's response, including managing the messages and the media. The Crisis Management and Communications Team will be led by the President, and will include the President-Elect and Communications Director as well as other members as deemed appropriate by the President depending on the nature of the crisis and the response. The Communication Director shall maintain a Crisis Communications Plan including key stakeholder mapping. The Crisis Management and Communications Team will review and practice the crisis communications plan at least annually. Where possible, the League shall provide media training for the incoming President to carry out her role in a crisis, either through AJLI Annual Conference or other means.

## VIII. MEMBERSHIP

### A. General Commitments of Membership

1. A member shall be considered in good standing if (a) she has paid her annual dues and Fund Development contribution (£35 – towards an event determined annually by the Membership Council) on time as set forth in the Finance policies and procedures noted above; (b) if an Active member, she meets the commitments of her membership status as approved by the JLL membership and attached to these Operating Policies and Procedures as Appendix A; and (c) she complies with the JLL's Code of Conduct.
2. As a company limited by guarantee, the JLL requires that each woman applying for membership sign a letter in the form attached to these Operating Policies and Procedures at Appendix D, stating that she undertakes to contribute a maximum of £10.00 to JLL's assets if it should be wound up while she is a member, or within one year after she ceases to be a member, for the payment of JLL's debts and liabilities. The Company Secretary shall keep these letters on file at the JLL office.

### B. Categories and Qualifications of Membership

1. **New Members.** New Members are those members who are engaged in a training programme developed by the Membership Council that explains the Mission of the JLL, provides information about the needs of the London community and the JLL's community focus, and prepares them for active membership in the Junior League. In order to qualify as a New Member, the candidate shall be at least 18 years of age and have an interest in, and a commitment to, voluntary service. Upon joining a New Member Class, New Member dues shall become due and payable. New Member dues cannot be deferred or refunded should the prospective New Member be unable to complete the class she has joined.

New Members are not eligible to vote or hold office.

New Members shall become Active upon satisfactory completion of the New Member Class, the recommendation of the New Member Development Committee, and the approval of the Management Council and Board of Directors. New Members who are unable to meet the requirements of their course may be granted an extension by the Membership Council in order to complete such requirements. No such extension shall extend past the completion date of the next succeeding New Members Training Course.

2. **Active.** Active members are those members who have successfully completed a course of New Member training in this League or another League and justify Active membership by demonstrating voluntary service to this community and this League. Active members are responsible for annually meeting all commitments for Active membership as set forth in Appendix A. Active members shall sign a statement of commitment each year as drafted by the Placement & Transfers Committee. Once Active, members may retain this membership status indefinitely so long as they remain in good standing.

Active members are eligible to vote and hold office.

3. **Sustaining.** Sustaining members are those members who have served as Active members of the Junior League of London for a period no less than four full league years excluding any leaves of absence or non-resident years and who have earned 72 points. Sustaining members continue to support this League and the

community by the paying of annual dues.

Sustaining members from another League who transfer to the Junior League of London will be recognised as Sustaining members in London.

For an Active member who has transferred from another League and has less than four full league years excluding any leaves of absence or non-resident years, she will be eligible to become a Sustaining member after completing four full league years of service in all Leagues and earning 12 points per year while she is a member in London. For example, if Jane Doe transfers to London after two full League years as an Active in New York, she is eligible to become a Sustaining member in London after two full League years earning 12 points each year.

Sustaining members are eligible to vote and hold office.

4. **Sustaining Emeritus.** Sustaining Emeritus members are those members who have reached the age of 80 years and have requested Emeritus status. Upon being granted Emeritus status permanently, the member shall no longer be required to pay dues to any Junior League. The member's Emeritus status shall be reflected on the JLL's membership roll but the JLL shall have no financial obligation to AJLI for such member. Sustaining Emeritus members receive the JLL newsletter.

Sustaining Emeritus members may not vote or hold office.

5. **Honorary.** Honorary membership is a reward given to non-members by a unanimous vote of the Board of Trustees. Honorary members shall be invited to all meetings and functions of the JLL, receive the JLL newsletter and have no financial obligation to the JLL. An Honorary member must be a resident of the United Kingdom.

Honorary members may not vote or hold office.

## C. Privileges of Membership

1. **Inter-League Privilege.** Any Active or Sustaining member of another Junior League who will be residing within the JLL's service area during a JLL fiscal year shall, if requested, be granted the Inter-League privilege. The Inter-League member shall be listed as a member and shall pay dues to the sending League, which shall have final responsibility for the member in all AJLI matters. Members of other Junior Leagues requesting this privilege with the JLL shall pay an administrative fee to the JLL as determined by the Finance Director. Members of other Junior Leagues intending to reside in the JLL service area for a period of more than two JLL fiscal years shall be encouraged to join the JLL rather than continuing to request the Inter-League privilege; however, extenuating circumstances shall be considered by the Membership Council.

JLL Inter-League members shall be entitled to all privileges of membership for their membership status, except that they are not entitled to vote or hold office.

2. **Seasonal Inter-League Privilege.** Any Sustaining member of the JLL who resides for a portion of the year near another Junior League, and who formally requests in writing to the JLL Membership VP, shall be granted the seasonal Inter-League privilege to enable her to participate in the activities of both Leagues.

JLL Seasonal Inter-League members shall be entitled to all privileges of membership for Sustaining members.

3. **Non-Resident Privilege.** Active and Sustaining members in good standing who live at least thirty miles from Hyde Park Corner in London, and who so formally request in writing to the Membership VP, shall be granted the Non-Resident privilege. Non-Resident members shall pay JLL dues and shall receive the newsletter. Non-Resident members can vote but cannot hold office and have no membership commitments other than the payment of dues. Members may retain this status of membership indefinitely.
4. **Transfer Privilege.** Any member in good standing may request to transfer her membership to another Junior League at any time. A member who requests to transfer her membership shall be granted a category of

membership status consistent with the specifications of the membership categories of the receiving League. A New Member who transfers has the right to complete the New Members' training course as determined by the receiving League.

All requests to transfer membership must be made in writing or by electronic means to the JLL office and the Membership VP, and are coordinated by the office staff who collectively act as Corresponding Secretary of the JLL. No member will be transferred until a Transfer Form been completed in full and received in the JLL office. In particular, members should note that transfers cannot be processed until the member desiring to transfer has provided the JLL office with a complete postal address, telephone number and e-mail address in the location to which she is moving. A member may not commence a transfer out of the JLL more than one month prior to the date she ceases to reside in the UK. Transferring members may be eligible to receive a refund of dues; see Finance policies and procedures.

Any incoming transfer member to the Junior League of London shall pay dues as set forth in the Finance policies and procedures. Any incoming Active transfer member shall have the option either to be immediately placed on the committee of her choice from among those committees needing new committee members at the time of the transfer, or to be granted a three month "grace period" which shall not be considered a leave of absence pursuant to paragraph 5 below. A transfer is not considered complete until all relevant paperwork has been received from the transferring member. All transfers pay a £30 administration fee on transferring to the Junior League of London.

- 5. Leave of Absence Privilege.** Any Active member in good standing may request a leave of absence. Reasons for a leave may include, but are not limited to, exceptional circumstances surrounding the birth or adoption of a child, family death or illness, health issues, marital issues or career issues. The Placement Committee in consultation with the member will determine the duration of time for which the Leave of Absence is necessary. Leave of absences will be based on calendar months.

When a leave is granted, the Placement Chair shall notify the Company Secretary, who shall enter the commencement date and the ending date of the leave in the JLL membership database. On the date the leave ends (unless otherwise extended by application), the member shall automatically resume the membership status she held prior to her leave of absence.

Members on leave pay dues, fulfil all other financial commitments of their membership status, and continue to be entitled to all the privileges of their membership status (including the right to vote), but are excused from all other membership obligations for the period of their leave.

- 6. Member Reference.** Any member in good standing may request a letter from the Membership Vice President verifying her membership in the JLL. Such a letter shall be presented in hardcopy on JLL letterhead with content limited to the following:

[Date]

To Whom It May Concern,

*The Junior League of London is a UK registered charity of women working together to improve our local community through our volunteer efforts. Among other commitments, active membership in the Junior League of London requires that each member volunteer her time to support the League's charitable activities in the London community.*

*I can confirm that, as of the date of this letter, [Member] is an active [or other status as relevant] member of the Junior League of London.*

Regards,

[Name]

## D. Resignations, Reinstatements and Removals

1. **Resignation.** Any member of the Junior League who is in good standing may resign in good standing at any time by written (including email) request to the Membership VP. Pursuant to AJLI rules, members who resign in good standing and later request to be transferred to another Junior League must first be reinstated as a member of the JLL. The Placement & Transfers Committee shall conduct an “exit interview” with each resigning member.
2. **Reinstatement.** Any Active or Sustaining member who has resigned in good standing may reinstate her membership by application to the Corresponding Secretary. Any member dropped for non-payment of dues who wishes to be reinstated may do so by application to the Membership VP and the Finance Director. Members wishing to reinstate shall pay reinstatement fees as set forth in the Finance policies and procedures. Any member requesting to be reinstated will be reinstated to the membership status she held at the time of resignation, unless she meets the requirements of another membership status at the time of reinstatement and requests to be reinstated to that status.
3. **Removal.** A member may be removed from membership for non-payment of dues, non-compliance with the JLL’s Code of Conduct, non-performance of committee commitments or failure to meet other membership commitments as described in Appendix A.

A member who is removed for non-payment of dues will be notified as provided in the Finance policies and procedures noted above; no opportunity for a hearing before the Management Council or Board of Trustees shall be given.

A member who fails to comply with the JLL’s Code of Conduct, fails to complete her committee commitments or other membership commitments may be removed by vote of the Board of Trustees after a period of fourteen days notice in writing to the member from the Placement & Transfers Committee, sent by special delivery, stating the cause for such action. The notice shall state that the member may attend the meeting of the Board at which the member’s removal shall be considered. See Article 4(4) of the Articles of Association.

## E. Board of Trustees

1. **Qualifications.** Any Active or Sustaining member in good standing may serve on the Board of Trustees.
2. **Election Process.** Members of the Board of Trustees shall be elected by electronic ballot from a slate prepared by the Nominating Committee (and from additional candidates proposed in accordance with the requirements set forth in the following paragraph). The term of office shall be for one year, from Annual General Meeting to Annual General Meeting. See “Operations Council – Voting by Electronic Ballot” for the procedures for voting on the slate.

The slate of candidates shall be presented to the Board of Trustees as a courtesy no more than 24 hours prior to the February Board meeting. The Board shall not substitute its opinion for that of the Nominating Committee as to which JLL member should serve in which capacity. The Board shall keep the slate confidential until it is presented to the Membership in order to protect the privacy and dignity of members.

The slate shall be sent to all voting members of the JLL the day after the February Board meeting. The deadline for submission of completed ballots (the “original election date”) shall be at least 10 clear days from the date the ballots are sent to the membership.

Additional candidate nominations may be made with the consent of the nominee in a written letter signed by at least ten members and delivered to the Nominating Director (with a copy to the President and the President-Elect) prior to the original election date. If there are no additional candidates duly proposed, the slated candidates shall be deemed to have been elected on the original election date.

If there are additional candidates duly proposed, their names shall be made available to the voting members as

the Nominating Committee deems appropriate (by post, notice in Communications, a posting on the JLL website, etc.) and a new election date (the “new election date”) set for at least 10 clear days from the date on which the Nominating Committee makes the names of such additional proposed candidates available.

Any member who has already submitted her ballot, but wishes to vote for one of the additional candidates, may (i) contact the JLL office to revoke her initial ballot and request that a new ballot be sent to her, or (ii) in the case of an electronic vote, may submit a new ballot prior to the new election date and only the most recently submitted electronic ballot cast by any member shall be counted.

3. **Proceedings, Quorum, Vacancies and Removals from Office.** See Articles 19 through 41 of the Articles of Association.

Any meeting attendee may bring her infant, up to the age of six months, to meetings. However, if the infant becomes a distraction, the member must remove the infant from the meeting room. Children must be supervised at all times.

Pursuant to Article 34 of the Articles of Association, matters brought before the Board of Trustees shall be decided by majority vote of those members of the Board of Trustees present at the meeting at which the vote is taken. Proxy votes are not permitted.

Vacancies on the Board of Trustees shall be filled by majority vote of the Board following recommendations made by the Nominating Committee. Candidates shall meet the eligibility requirements for the position being filled as specified herein in Section VIII, G, 3 – “Nominating and Placement & Transfers Committee – Slated Positions”

Concerns relating to a member of the Board of Trustees will be managed in accordance with the Trustee Grievance Policy found in Appendix I.

4. **Meetings.** The Board of Trustees shall meet on a regular basis and at least ten times per fiscal year.

## F. Management Council

1. **Qualifications.** Any Active or Sustaining member in good standing may serve on the Management Council. If a candidate for a Management Council position does not hold the status required for the position for which she is being slated, she must request a change of status (e.g., from Active to Sustainer or vice versa) prior to the slate ballot being sent out to the membership. Such change in status must become effective by the date of the Annual General Meeting.
2. **Election Process.** Members of the Management Council shall be elected by electronic ballot from a slate prepared by the Nominating Committee (and from additional candidates proposed in accordance with the requirements set forth in the following paragraph). The term of office shall be for one year, from Annual General Meeting to Annual General Meeting. See “Operations Council – Voting by Electronic Ballot” for the procedures for voting on the slate.
3. **Proceedings, Quorum, Vacancies and Removals from Office.** Agendas will be set in advance of Management Council meetings and minutes will be recorded for each meeting.

Any meeting attendee may bring her infant, up to the age of six months, to meetings. However, if the infant becomes a distraction, the member must remove the infant from the meeting room. Children must be supervised at all times.

Quorum for Management Council meetings is set at three.

Matters brought before the Management Council shall be decided by majority vote of those members of the Management Council present at the meeting at which the vote is taken. Proxy votes are not permitted. In the case of a tie vote, the President-Elect or meeting chair shall have a second or deciding vote.

Vacancies on the Management Council shall be filled by majority vote of the Board following recommendations

made by the Nominating Committee. Candidates shall meet the eligibility requirements for the position being filled as specified herein.

4. **Meetings.** The Management Council shall meet on a regular basis and at least ten times per fiscal year.

## G. Placement & Transfers and Nominating Committees

1. **Composition and Qualifications.** The Nominating Committee shall consist of four Active or Sustaining members, plus the Nominating Director, all as elected by the membership. Members may serve an unlimited number of terms on the Nominating Committee, but may only serve one term before rotating off for a term.

The Placement & Transfers Committees shall consist of no more than ten Placement Advisors, plus the Placement Chair, so long as the total Active membership of the JLL is 250 members or less. Should the total numbers of Active members exceed 250 members, the Placement & Transfers Committee shall then be composed of no more than twelve Placement Advisors plus the Placement Chair. In choosing the Placement Committee preference shall be given to any Active or Sustaining member who will have been active in any Junior League for a period of not less than two full calendar years at the time she would take office. In choosing the Placement Chair, preference shall be given to any Active or Sustaining member with at least three full calendar years of Junior League service, and either (a) prior Placement Committee experience or (b) prior JLL Leadership Team experience.

2. **Election.** Nominating is a two-year term, with overlapping terms. In one year, three positions will be elected for a two-year term and in the following year two positions will be elected for a two-year term.

If a new member of the Nominating Committee is needed during the course of the JLL year, the Nominating Committee shall follow the procedures outlined in Section 3 relating to mid-year vacancies to fill the position.

3. **Slated Positions.** The Nominating Committee shall be responsible for preparing a single slate of candidates for the next JLL year for the following positions: all members of the Board of Trustees; all members of the Management Council, the Nominating Director and Committee; the Placement & Transfers Committee Director and at least five members of the Placement Committee.

Unless the Board of Trustees approves an exception in advance, members of the Nominating Committee cannot be slated for any position on a slate that they prepare. The standing exception to this policy is that up to two members of the current Nominating Committee in any year may be slated to serve on the Nominating Committee for an additional year as provided above.

In the case of a vacancy for a slated position during the course of the League year, the membership will be notified of such opening (by posting on the JLL website or such other means as the Nominating Committee deems appropriate) and given an opportunity to apply for the open position. Vacancies for slated positions shall be filled by majority vote of the Board of Trustees following recommendations made by the Nominating Committee, except in the case of a vacancy for the President-Elect position, in which case a membership vote to approve the candidate recommended by the Nominating Committee. The procedures to be followed by the Nominating Committee in coming to its recommendations are outlined in the Nominating Handbook. Candidates shall meet the eligibility requirements for the position being filled as specified herein.

The procedures to be followed by the Nominating Committee in preparing the slate or to fill open Board positions are outlined in the Nominating Handbook. Substantive changes to the Nominating Handbook should be approved by the Board.

Members accepting Board of Trustees positions are required to sign a document, found in Appendix E, confirming they have been provided with JLL's Memorandum and Articles of Association, JLL's latest accounts and information on becoming a Trustee.

4. **Non-Slated Leadership Team Positions.** The Placement & Transfers Committee will be responsible for filling all remaining leadership positions, as outlined in the Placement Handbook. The resulting non-slated leadership team shall be submitted to the Management Council for its approval. The Management Council shall review the list of

candidates proposed by the Placement Committee against the job descriptions contained in the Placement Handbook and determine whether or not each member proposed for a non-slated position: (1) meets the eligibility criteria for the relevant position and (2) is capable of fulfilling the role as described. The Management Council shall not substitute its opinion for that of the Placement Committee as to which JLL member should serve in which capacity. Prior to presentation to the Management Council, the Placement Committee shall ensure that all candidates proposed for non-slated positions are in good standing.

5. **Nomination to AJLI Conferences.** Delegates from the JLL shall be sent to the AJLI's Annual Conference each year. The JLL's voting delegate shall be the incoming President, unless she is unable to attend, in which case she will designate an alternate. If budget allows, other delegates for the Annual Conference shall be proposed by the incoming President and approved by the Board of Trustees. If budget allows, the President and President-Elect shall attend Fall Conference and the President-Elect and the President-Elect-Elect shall attend Winter Conference.

Delegates shall be sent to other AJLI conferences at the discretion of the Management Council, from a list of proposed delegates prepared by the Council heads and recommendations, if any, from the Placement & Transfers and Nominating Committees. All attendees shall submit a report to the Management Council about key learnings from the meeting within 30 days of their return from the meeting.

6. **Eligibility and Commitment.** The Placement & Transfers and Nominating Committees shall (a) ensure that all candidates for any leadership position meet the eligibility requirements for that position as provided in these Operating Policies and Procedures, and (b) require all candidates to have a full understanding of the obligations of the position for which the candidate is being proposed.

A past president may serve in any position regardless of eligibility, with the exception of Nominating as outlined in Section VIII, G, 1 – "Nominating and Placement & Transfers Committee – Composition & Qualifications", provided she is a member in good standing.

## H. Confidentiality.

The Nominating Committee shall work within a context of confidentiality that protects the privacy and dignity of all members. The Nominating Committee must not share specific information about candidates under consideration (such as who is being considered, how many applications were received for a position, etc.) with anyone outside the Nominating Committee. There is only one exception to this: the slate must be presented to the Board as a courtesy no more than 24 hours prior to its presentation to the membership for voting.

## IX. AMENDMENTS TO THESE OPERATING POLICIES AND PROCEDURES

Except as set forth below, the Board of Trustees may vote to amend these Operating Policies and Procedures. In addition, each Council, acting by majority vote of the Council leadership (see Section III, D – "Councils"), may recommend amendments to the Management Council and then the Board of Trustees. The Board of Trustees shall vote on the Management Council's proposed amendments. The membership shall be informed of amendments approved by the Board of Trustees.

Any amendment to an operating policy or procedure that relates to:

- a. the Mission of the JLL
- b. the criteria for the categories, qualifications and privileges of membership
- c. the annual membership commitments for Active members
- d. changes to members' financial obligations to the JLL
- e. changes to the nominating process and/or the list of positions to be slated by the Nominating Committee
- f. changes to the composition of the Board of Trustees (other than the floating positions to be determined by the Board of Trustees)
- g. changes to the composition of the Management Council

- h. the budget norms, reserves policy and members' approval of the annual budget for the JLL
- i. this list of amendments requiring membership approval

shall require the approval of the members eligible to vote thereon by a vote taken at any General Meeting, the Annual General Meeting or by electronic ballot. This approval will be sought after the Board of Trustees have approved the changes, as well as Council leadership and Management Council as appropriate. See Section IV, Subsections F to H of these Operating Policies and Procedures, as well as Article 3 of the Articles of Association.

## X. APPENDICES

Appendix A: JLL Active Member Commitments

Appendix B: Points Allocation Chart - Transfers

Appendix C: Child Protection Policy

Appendix D: Formal LLC Membership Application Form

Appendix E: Board of Trustees Acceptance Form

Appendix F: JLL Expense Reimbursement Policy and Procedure

Appendix G: HQ Room Booking Procedure

Appendix H: Dues Scholarship Fund Policy

Appendix I: Trustee Grievance Policy



### Junior League of London Active Member Commitments

Approved by the Membership March 2015

An Active member must:

- Pay Active dues as well as a £35 fund development contribution; and
- accumulate a minimum of **12 points per year**, between 1 June and 31 May of the relevant League year.

The points are designed to recognise the amount of time required and/or impact to the League, based on the following guidelines approved by the Membership in March 2015:

- **1 point** for participating in a JLL volunteer activity such as: attending a GM, participating in a Community volunteer shift, or working a volunteer shift at a fundraiser
- **1 point** for every £100 of cash donated to the JLL or £200 of in-kind donations secured
- **2 points** (per quarter) for helping to organise a JLL activity by serving on a project team or committee or attending Conference
- **3 points** (per quarter) for serving as a leader of a committee or project team, or as a member of a signature project committee (such as Holiday Hampers)
- **4 points** (per quarter) for our most intensive leadership positions, including Management Council members or signature project Chairs (typically an annual commitment)
- **Extra points** at Board discretion to motivate and reward our members

In line with the separation of governance and management between the Board and the Management Council which is now in place, the Board has delegate decisions regarding the awarding of extra points and allocation of points within these guidelines to the Management Council.

The Management Council will review the points allocation at least annually as a part of the Annual Plan development, and as often as required throughout the year to motivate and reward our members in line with the strategic objectives of the JLL. Points approved by the Management Council will be included on the Member Page of the JLL website, or otherwise communicated as deemed appropriate by the Management Council.

For the avoidance of doubt, any changes to the member commitments or points guidelines noted above will be presented to the Board, and if approved, to the Membership for vote.



**POINTS ALLOCATION CHART - TRANSFERS**

Cumulative points for Active members who transfer into the Junior League of London from another AJLI League will be calculated as follows:

<b>Current Membership Level</b>	<b>Years of Active Service as of the date of transfer**</b>	<b>Cumulative Points upon Transfer to the JLL</b>
Active	0.5 years	8 points
Active	1 year	17 points
Active	1.5 years	25 points
Active	2 years	34 points
Active	2.5 years	42 points
Active	3 years	51 points
Active	3.5 years	56 points
Active	4 years	62 points
Active	4.5 years	67 points*
Active	5+ years	72 points*

\*\*excluding any Leaves of Absence or Non-Resident years

As noted in the Membership section of the OPPs, Sustaining members from another League who transfer to the Junior League of London will be recognized as Sustainer members in London.



### **Child Protection Policy**

All Junior League of London programmes in which children participate are developed and run in partnership with recognised charitable and government agencies. These community partners bear primary responsibility for the welfare of the participating children.

It is our responsibility to provide trained and vetted volunteers fully committed to safeguarding children's rights and protection from abuse. The welfare of children in our community programmes is paramount, and we take seriously the duty of care such programmes entail for both our organisation and our community partners. This duty extends to every JLL member participating in our community programmes, who must be aware of their responsibility to report any concerns.

All suspicions and allegations of abuse will be taken seriously and will be responded to in a swift and appropriate manner.

### **Good Practice**

We will design and administer our programmes in such a way to minimise the risk of situations where children might be abused or come to harm. The following guidelines apply:

- Our community partners are registered charities, schools and government agencies with professional training in administering children's programmes.
- For children in ongoing programmes, (programmes with repeated interactions over a number of weeks or months with the same community partner, e.g. tutoring at Colville Primary School. It does not include one-off volunteer interactions), our community partner will maintain a list of emergency numbers for each child.
- For offsite activities, we will work with our community partners to establish procedures for the safe transfer of children between responsible adults.
- All suspicions and allegations of abuse will be referred through appropriate channels. Unless otherwise agreed upon with our community partner, matters will be referred to the JLL committee chair or activity leader, who will inform our community partner with primary responsibility for the children.
- Recognising that respect for children is of utmost importance, all suspicions and allegations of abuse will be taken seriously. JLL volunteers will refer these matters appropriately (as described above) and maintain the confidentiality of any information of this nature that comes to their attention.
- There will be at least two adults present at all times with children participating in our community programmes, except in specific instances in ongoing programmes<sup>1</sup> as requested by or discussed with our community partners.

### **Our Volunteers**

All Junior League members are provided with a placement handbook, which defines their roles and responsibilities. They know what is expected of them both in the community and within the League organisation. They undergo community-specific training and monitoring as follows:

- The League holds current details for our JLL members at our office, including name, address and birth date in compliance with GDPR regulations.
- All our members undergo general community training, as well as additional training as needed for child-related activities.
- A criminal records check is performed for all JLL members placed on ongoing programmes

## APPENDIX C

working with children. Details regarding these checks, including members' Disclosure Reference numbers, are kept on file in the JLL office.

- Members who come into contact with children through our volunteer activities for short periods are supervised by the activity leader and/or our community partner. This includes volunteers participating in our short term volunteer shifts.
- All community programmes are continually reviewed by JLL committee chairs and overseen by our Community VP and Management Council.
- All hands on volunteers have access to resources and printed materials on child protection issues, including information from the [Department of Health](#), [Volunteering England](#) and the [NSPCC](#).



**FORMAL APPLICATION TO BE A MEMBER OF THE COMPANY**

The Board of Trustees  
JUNIOR LEAGUE OF LONDON  
WeWork Moorgate  
1 Fore Street Avenue  
London  
Ec2Y 9DT

Dear Trustees,

Junior League of London  
Company number 5045667  
(the “**Company**”)

I hereby apply to be a member of the Company.

I hereby undertake to contribute such amount as may be required (up to a maximum of £10.00) to the Company’s assets if it should be wound up while I am a member, or within one year after I cease to be a member, for:

- A. payments of debts and liabilities of the Company contracted before I cease to be a member;
- B. costs, charges and expenses of winding up; and
- C. adjustments of the rights of the contributories among themselves.

Yours faithfully,

\_\_\_\_\_  
Applicant Signature

\_\_\_\_\_  
Date

Applicant Name

Applicant Address:

**APPENDIX E**

**JUNIOR LEAGUE OF LONDON TRUSTEE ACCEPTANCE FORM**

**Please complete and sign:**

SURNAME:.....

ANY PREVIOUS SURNAMES: .....

FIRST NAME/S: .....

ANY PREVIOUS FIRST NAMES:.....

PREFERRED ENTIRE NAME:.....

TITLE: eg. Ms, etc. .... HONOURS, ETC. .... DATE OF BIRTH:.....

HOME ADDRESS: .....

..... POSTCODE .....

NATIONALITY:.....

OCCUPATION:.....

**I confirm that I have been provided with the following information:**

- ✓ A copy of the Junior League of London governing documents
- ✓ A copy of the Junior League of London latest annual reports & accounts
- ✓ Charity Commission CC3 Publication The Essential Trustee
- ✓ Information regarding Trustee Conflict of Interests

**I have been provided with and completed the following forms, in addition to this form:**

- ✓ Declaration of Eligibility for newly appointed Trustees
- ✓ Declaration of Interests form

**I accept the role of a charity trustee and company director of Junior League of London, UK registered charity no. 1103298, registered as a company limited by guarantee in England No. 5045667 and consent to my details being entered on Companies House via the online Appointment of Director AP01 form.**

Signed:.....

Date:.....

*Please extend any information overleaf which will not fit onto this page, clearly noting which sections you are expanding overleaf*

**Junior League of London, JLL Office 3077, WeWork Moorgate,  
1 Fore Street Avenue, London, EC2Y 9DT**



## JLL Expense Reimbursement Policy and Procedure

All requests for reimbursements and payment of invoices must be made in writing by submitting an electronic expense form found here, and complying with the instructions set forth below:

### Proof of Purchase

1. You **MUST** have an **ORIGINAL receipt/invoice**, or you cannot claim the expense i.e. credit card statements are not acceptable.
2. You **MUST** upload your proof of purchase/ invoice to the e-form before you submit your request. This image must be clear and legible. **ANY CLAIMS SUBMITTED WITHOUT RECEIPTS MAY NOT BE REFUNDED.**
3. For expenses under £100, a till (cash register) receipt is fine, although you can also submit an invoice for any amount.
4. All invoices must show the JUNIOR LEAGUE OF LONDON as the PURCHASER (your name in addition as a contact is acceptable).
5. As a charity, the JLL does not reimburse for taxis, committee meeting refreshments, or photocopying, except in special circumstances which have been pre-authorized with the Finance Director.

### Sage Codes

6. You **MUST include the relevant sage code** for us process your expense. Information regarding expense codes can be found here: [Sage Codes here](#)

### Approval

7. You **MUST include the name of the person who will APPROVE this request** i.e. your committee chair or Council VP. (If you are a committee chair you cannot approve your own expense, you will need to put the name of the committee co-chair OR Council VP.)
  8. Expenses **MUST** be claimed within the time frame for the relevant JLL year, as set annually by the Finance Director.
  9. After you have submitted this portion of the e-form, we will forward it to your Committee Chair for confirmation of approval, or if you are the Committee Chair to your Council Head, who will need to approve the expense before processing.
- Reimbursement requests should be submitted promptly after the expense has been incurred. Reimbursements for expenses incurred during any fiscal quarter will not be reimbursed if the reimbursement request is submitted after the deadline published in The JLL Journal. Such deadline shall not be more than 30 days after the close of the fiscal quarter.
  - Members are advised that expense reimbursements, or payment of invoices, usually take **approximately two weeks to process from receipt of expense claim form AND approval.** Committees should plan accordingly.
  - As a charity, the JLL does not reimburse for committee meeting refreshments, taxis, couriers or copying done outside the JLL office unless approved in advance by the President, President-Elect or Finance Director in exceptional circumstances.
  - JLL funds may not be used for internal tokens of appreciation by committee chairs, officers, or committees. Exceptions to this rule are line-item budgeted funds and any discretionary funds allocated in the budget to the JLL Officers.



## JLL Headquarters Room Booking Policy and Procedure.

The Junior League of London invites Members to use meeting space at JLL Headquarters in WeWork Moorgate for committee work, or any other Junior League activities as required. Members who wish to book a meeting room may request to do so by sending a request to [jrleague@jll.org.uk](mailto:jrleague@jll.org.uk)

Any member of the Junior League is encouraged to book meeting space, for any reason – so long as it relates to the Junior League of London and our mission. Meeting at JLL must be hosted by a 'meeting leader'.

The policies and procedures for reserving and hosting a meeting at JLL's headquarters at WeWork are as follows:

- **Members who wish to book a meeting room may request to do so by completing a Room Request Form here.** All meetings must be requested and the access card arranged to be collected with at least one week's notice to ensure sufficient logistics.
- **Meeting space is available for up to 10 guests.** Members who wish to hold larger meetings should contact the office directly at [jrleague@jll.org.uk](mailto:jrleague@jll.org.uk)
- **Meeting space is available from 9am, Monday to Friday** (excluding bank holidays). Members who wish to book a meeting outside of these times may be able to do so, subject to availability, by contacting the office directly at [jrleague@jll.org.uk](mailto:jrleague@jll.org.uk)
- **The meeting leader must submit a list of attendees to the JLL Office in advance of the meeting**
- **The meeting leader must arrange a time to collect the JLL access card with the Director of Operations in advance of their meeting and with at least a week's notice.** Where less than a week's notice is given for a meeting it may not be possible to accommodate.
- **The meeting leader is responsible for collecting her guests from reception** and escorting them to her reserved meeting room. It is therefore advisable that meeting leaders aim to arrive in advance of her guests. Please see below for logistical advice on escorting guests around the building.
- **The meeting leader must hold the JLL access card for the duration of her meeting and is responsible for its safekeeping until it is safely back in the JLL Office or with the next agreed recipient.**
- **Meeting leaders must return the JLL access card to the office** after their meeting, unless other arrangements have been made with the Director of Operation by slipping the card under the door of the JLL office (further details will be sent upon confirmation of reservation). **Members who fail to return the card may be liable for a fine of £50.**
- **At the close of the meeting the leader should arrange a runner to keep lift lobby door open while the meeting leader returns the key to the office, this will ensure all members are able to exit the building.** TWO members

## APPENDIX G

need to be last two to leave. ONE returns the key while the other holds the ground floor door by lifts to let both of them out.

The Junior League of London actively encourages members to use meeting space at our headquarters at WeWork, including amenities provided by WeWork such as tea, coffee and other refreshments. We only ask that you are respectful of the space, and our neighbours.

- **Please do not allow access to attendees who have not registered to attend.** This is a fire safety risk, and potentially dangerous for JLL and our members.
- Please respect our neighbours **by keeping meeting noise moderate.**
- Please respect the work space by keeping meeting rooms clean and tidy. **Report any breakages immediately** to [jrleague@jll.org.uk](mailto:jrleague@jll.org.uk).



## Junior League of London (“JLL”) Dues Scholarship Overview

### Scholarship Objective:

To advance the leadership skills of women in the community by providing financial assistance to members seeking to strengthen their professional skills and personal development. Priority will be given to members with greatest financial need who also demonstrate the values of the JLL.

### Scholarship Accounting:

The Scholarship will be set up as a Restricted Reserve Account on the JLL Ledger. This is to ensure any gifts to the scholarship remain restricted. The scholarship will be separate from the annual budget process.

In the event that the scholarship is not awarded for 5 consecutive years or the Board of Trustees chooses to end the Scholarship, funds will be re-directed to general reserves.

### Scholarship Committee:

The Scholarship Committee is a standing Committee of the Board of Trustees. Chaired by the President Elect, the committee is responsible for the following:

- Ensuring and facilitating a Scholarship Application Process at the following times:  
(1) Annual Dues Renewal and (2) New Member Intakes
- Reviewing all Scholarship Applications and rewarding Scholarships to Members
- Ensuring Fundraising for the Scholarship occurs annually

The Scholarship Committee will have 3-5 additional with at least 1 additional Board of Trustees Member and 1 Member from Membership Council. The recommended composition is: Finance Director, Membership Vice President, Placement Representative, Nominating Representative and Non-Exec Director<sup>1</sup>. All committee members will be required to adhere to an oath of confidentiality.

The members of the committee are ineligible to apply for the scholarship.

The committee will meet on an ad-hoc basis and provide the Management Council and Board of Trustees annual updates on the following:

- Number of Applications Received
- Number of Scholarships Rewarded with membership type breakdown
- Total value of Scholarships Rewarded
- Average scholarship rewarded
- Number and amount of new donations received

## APPENDIX H

### Scholarship Guidelines:

- Full and Partial Scholarship funding is available for the cost of Membership Dues
- The scholarship is available to all levels of resident membership (New, Active, and Sustainer) and is non-transferable.
- The Scholarship is only intended to cover Membership Dues at the JLL. Any required Fund Development Contributions based on membership level are still required and will not be covered by the Scholarship.
- Members must submit the application via the form on Digital Cheetah to be eligible for the scholarship.
- Application due Date
  - Prospective Members: Applications dates are set in accordance with New Member Recruitment
  - Returning Members: Applications are due by **1 May** unless extension is approved by Board of Trustees
- Scholarship recipients will be by the Annual General Meeting. If an applicant does not receive the scholarship, they are expected to pay full dues.
- The number of scholarships and recipients will be at the discretion of the Scholarship Committee
- Credit to Scholarship Recipient Member's Account will be done by the Director of Operations and Finance Director
- All information received in the application is considered confidential to the applicant, Scholarship Committee and Director of Operations. The Names of Scholarship recipients are available to the Board as needed upon request to the Scholarship Committee Chair (President-Elect).

## APPENDIX H

### Scholarship Application Questions:

*All information received is considered confidential*

Field	Format on Digital Cheetah Form
Name	Text Box
Email	Email address text box
Member Status	Radio Buttons with the following options: Sustainer, New Member, Active
Scholarship Request	Radio Buttons with options: Full Dues Scholarship or Partial Dues Scholarship  Note: Include text that says Fund Development Contribution is not included in the scholarship and members are expected to pay the full amount
Why are you applying for the Scholarship?	Paragraph Formatted Text box
What Impact has the JLL had (or will have) on your life?	Paragraph Formatted Text box
Member Acknowledgement and Digital Signature highlighting that: *all information in the application is true and reflective of my current circumstances;  *the understand that information will be treated by the Scholarship Committee and Director of Operations and that all committee decisions are final; and  *they understand the scholarship is non-transferable and if not successful they will be expected to pay full dues for their membership level	T&C Text Box with Check mark

## APPENDIX I



### Junior League of London Grievance Policy

#### Definition of Grievance for JLL

A Grievance falls in one of the following categories 1) Code of Conduct Violation, 2) OPPS Violation or 3) Other Legal Violation

Grievances are only applicable if the issue is a member of the JLL Board of Trustees. All other issues within the league will be handled by the Placement Committee.

Grievances can be named or anonymous.

#### **Establishment of Grievance Committee**

The Grievance process is run by a committee of 3-5 of Past Presidents ("Grievance Committee"). The Grievance Committee is listed in the Members section of Digital Cheetah. The Grievance Committee is responsible for determining which member will lead an incident investigation.

The President is responsible on ensuring the Grievance Committee is fully staffed

#### **Grievance Procedure:**

- JLL Member or Staff raises a potent Grievance via an email to the Director of Operations.
- The Director of Operations forwards the information to the Grievance Committee.
- The Grievance Committee designates a lead investigator ("Investigator") for the issue
- The Investigator reviews the Grievance to assess the severity. If the severity is High and provides a significant threat to the League, The Investigator asks a non-conflicted Board Member to call an urgent Board meeting to notify other Trustees of a significant reputational / legal risk
- If the Grievance Severity is not high, the Investigator kicks off an investigation in the Grievance.
- As soon as reasonable, The Investigator reaches out to the party that filed the Grievance. The purpose of the discussion is to get any additional details that may be required
- Next, the Investigator reaches out to set up a meeting with the Party that is named in the Grievance. The named party is allowed to bring another person to the meeting for support. If that person is an attorney, then it is important that the Investigator also has the JLL attorney with them. The Investigator will take notes of the meeting.
- The Investigator then prepares a report for the Board of Trustees with a recommended action.
- The report is discussed at the next Board meeting with a decision made by the Board. If the next Board meeting is not for the next 2 weeks, then an ad-hoc meeting is called.
- The Board decision is communicated to both parties.