



Trustee Recruitment Pack: MANOR GARDENS WELFARE TRUST (MGWT)

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Welcome from the Chair

Thank you for your interest in the role of Trustee at Manor Gardens Welfare Trust.

Manor Gardens Welfare Trust (MGWT) is an Islington based charity that has been playing a central role in people's lives for over a hundred years. Today we are a vibrant health and wellbeing hub that helps people to take action to change their lives for the better. Through our varied services, activities and community focus we improve the quality of lives for many people every year, especially those most disadvantaged by poverty, poor mental and physical health, and social isolation.

The role of Trustee at MGWT offers an exciting opportunity for an inspiring individual to support the charity as it develops a cohesive offer and furthers its robust governance. Already working from an established base in the north of the Borough of Islington, we are more ambitious than ever about extending our reach and developing services in response to identified gaps in provision and emerging need.

MGWT is looking for Trustees who wish to assist in understanding the needs of diverse communities and how a multi-service community focused charity like Manor Gardens Welfare Trust can impact and improve the lives of individuals and the whole community regardless of age, work status, gender, background and ability.

You would be joining a strong board. We have a good diversity of skills and experience on the board but with changes approaching, we have identified areas of development for the Organisation and Board membership. We are particularly keen to hear from people with knowledge and expertise related to the following:

- Property management; estate oversight and development of property to improve and enable expansion of delivery
- Developing business and risk management strategy
- Legal expertise
- Human Resources

This is an opportunity to join a vibrant charity poised for further expansion.

If you think you have the skills, experience, and passion to support the governance and leadership of Manor Gardens Welfare Trust we look forward to hearing from you.

Best wishes,

Andy Chaplin
Chair of the Board of Trustees

Introduction to Manor Gardens Welfare Trust

Manor Gardens Welfare Trust was founded by volunteers in 1913 as a 'school for mothers,' its purpose being to offer advice and support on matters of childcare to less privileged mothers in Islington. From the start the emphasis was on education and self-help and its services rapidly expanded.

Today, MGWT is a thriving organisation, with two bases in Islington and services with a London-wide reach. It runs projects that are innovative and carefully targeted at the most disadvantaged groups.

Amongst the services we provide:

Living Well Services

We support people with long-term conditions, and in particular survivors of Stroke, to lead more independent lives. Through empowering people and raising confidence, we can through practical assistance, improve the quality of life for people and their carers.

Our Wellbeing Service is an innovative project working to challenge stigma and discrimination faced by people experiencing mental health need and promoting activities and support that contributes towards maintaining good mental and physical wellbeing.

Addressing social isolation is a key aspect of how we improve wellbeing, and our Befriending service, the Friendship Network provides companionship and support to isolated, older people.

Health Advocacy Services

We respond to the health needs of people from refugee and migrant communities and refugees by providing advice, support, and interpreting.

In particular we provide support related to:

- Early Parenthood; supporting access to mainstream provision, and developing peer support networks
- Female Genital Mutilation; raising awareness, campaigning, and supporting women directly affected.

Early Years Services:

Our two early years education settings support families and educate children under the age of 5 years, and we have achieved and held an outstanding Ofsted rating for the past three years

We work in partnership with education and health providers and commissioners to ensure every child in our care has the best start in life.

In addition Manor Gardens Welfare Trust's Grade 2 listed buildings host a range of other charities, social enterprises and health care organisations. These include Age UK Islington, Islington People's Rights, and the NHS which provides access to psychological therapies from its consulting rooms on site. Outside of all these activities a further fifty or so groups deliver services on a sessional basis at the Centre, and we deliver our services into an additional 6 London Boroughs.

Our dedicated team of staff and volunteers ensure the work of MGWT continues to play a vital role in diverse communities across London, and we continue to work with commissioners and funders to design and deliver services responsive to emerging need.

More about Manor Gardens Welfare Trust, including our Annual Impact Report, can be found by visiting the website at www.manorgardenscentre.org.

Vision

The Trustees' Vision for Manor Gardens Welfare Trust over the next five years is to be **a recognised leader in promoting wellbeing and social inclusion.**

Mission

Our mission is to help people take action to change their lives for the better

Our services promote mental and physical health and wellbeing and increase social inclusion

Values

Making a difference by supporting people to improve their own lives

Giving people we work with an effective service that respects them

Working together to provide holistic services and effective partnerships

Tackling inequalities to build cohesive communities

Governance & Finance

Possessing, as it does, a significant real estate asset, places Manor Gardens Welfare Trust in a much stronger position than many charities. It benefits from diverse income streams – local authority, Clinical Commissioning Groups (CCG), grant and trust funding, and rental income. We continue to maintain the long-term support of some funders through our ability to continue to evaluate our impact, learn and adapt. The organisation generated income and expenditure of c.£1.2m in 2017/2018, and with new income streams in 2018/19 is increasing to c.£1.8m.

Charity Objects

Updated Articles of Association were adopted in September 2011 giving the Trust a governing document that remains relevant and reflects current company and charity law requirements.

The Charity is established for the following purposes having regard to equality and diversity amongst, and for the benefit of, service users:

- to relieve the needs arising from financial hardship, sickness, disability and old age;
- to advance education;
- to promote mental and physical good health;
- to provide assistance to children and young people who are in need of care and attention arising from their youth; and
- to promote social inclusion for the public benefit by preventing people from becoming Socially Excluded, relieving the needs of those people who are Socially Excluded and assisting them to integrate into society.

Current Board

There are nine Trustees currently on the Board, and we will usually configure the Board with ten trustees and a maximum of twelve. A skills audit was completed in 2017, and annual appraisal is completed to assess effectiveness of the Board as a whole and the contribution of individual trustees.

All trustees serve a term of three years, and a maximum of two terms. The exception to this is a third term should a Trustee move into the role of Chair of the Board.

Trustees all demonstrate a willingness to utilise their skills to assist and challenge MGWT in continuing to deliver excellence to the communities it serves.

Time commitment

The Board of Trustees meets five times a year; currently on Friday, 09.30am - midday. In addition, Trustees are expected to attend a one day planning session held annually.

The governance structure is configured as a single Board at the current time; however, the Board do review this and will continue to consider if there is rationale for sub-committees reporting to the Board or 'task and finish' groups, on occasion.

Events related to the activities and fundraising for the Organisation take place throughout the year, and trustees are encouraged to support these through their attendance if and when possible.

Appointment process

Further information:

Further information related to the Trustee role or Manor Gardens Welfare Trust, please contact Katy Porter, CEO.

Timeline:

1-16 November

Expression of interest

Please submit CV, with a covering letter outlining interest and suitability for the role, for the attention of Kim Evans, Administration Officer (HR)

HR@manorgardenscentre.org

19 November

Invite to interview

Shortlisted candidates will be invited to meet with the Chair of the Board and other Trustees for interview.

30 November

Appointments can be made at any time over the year and receive ratification at the AGM held in December.

MGWT are aiming to appoint people to the Board to commence tenure during early 2019.

Contact details

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Appendix 1

The Role of a Trustee

Being a trustee is a great challenge. Becoming a trustee provides the opportunity to apply the skills and experience you have gained to a totally new environment and context. Many trustees find working as part of a team hugely energising and satisfying.

The following are the twelve essential roles of a trustee board as drawn up by the National Council of Voluntary Organisations (NCVO):

1. Set and maintain vision, mission and values

2. Develop strategy

The trustee board is responsible for establishing the essential purpose or mission of the organisation. They are also responsible for guarding its vision and values. Together, the board and chief executive officer develop long-term strategy. Meeting agendas reflect the key points of the strategy to keep the organisation on track.

3. Establish and monitor policies

The trustee board creates policies to govern organisational activity. These cover:

- guidance for staff
- systems for reporting and monitoring
- an ethical framework for everyone connected with the organisation
- conduct of trustees and board business

4. Set up employment procedures

The trustee board creates comprehensive, fair and legal personnel policies. These protect the organisation and those who work for it. They cover:

- recruitment
- support
- appraisal
- remuneration
- discipline

5. Ensure compliance with governing document

The governing document is the rulebook for the organisation. The board makes sure it is followed. In particular, the organisation's activities must comply with its charitable objectives.

6. Ensure accountability

The board should ensure that the organisation is accountable as required by law to:

- the Charity Commission
- the Inland Revenue
- Customs and Excise
- the Registrar of Companies (if it is a company limited by guarantee).

The board also needs to make certain that the organisation is accountable to donors, beneficiaries, staff, volunteer, and the general public. This means publishing annual reports and accounts and communicating effectively.

7. Ensure compliance with the law

The board is responsible for making sure that all the organisation's activities are legal.

8. Maintain proper fiscal oversight

The board is responsible for effectively managing the organisation's resources so it can meet its charitable objects. It:

- secures sufficient resources to fulfil the mission
- monitors spending
- approves the annual financial statement and budget
- provides insurance to protect the organisation from liability
- seeks to minimise risk
- participates in fundraising (in some organisations)
- ensures legal compliance

9. Select, manage and support the chief executive

The board creates policy covering the employment of the chief executive. It selects and supports the chief executive and reviews his or her performance.

10. Respect the role of staff

The board recognises and respects the domain of staff responsibility. At the same time, it creates policy to guide staff activities and safeguard the interests of the organisation.

11. Maintain effective board performance

The board keeps its own house in order. It takes steps to establish:

- productive meetings
- high standards of trustee conduct
- effective committees with adequate resources
- development activities
- recruitment and induction processes
- regular performance reviews
- partnership with consultants where necessary

12. Promote the organisation

Through its own behaviour, governance oversight and activities on behalf of the organisation the governing Board enhances and protects the reputation of its organisation. Board members are good ambassadors for the organisation.

Other sources of information on the role of a trustee

Charity Commission –

<https://www.gov.uk/topic/running-charity/trustee-role-board>

Charity Governance Code –

<https://www.charitygovernancecode.org/en/pdf>

NCVO –

<https://www.ncvo.org.uk/>

ACEVO –

<https://www.acevo.org.uk/advice-support/good-governance>

Appendix 2

Trustee Role Description

Job purpose

To further the organisation's mission, keeping within its charitable objectives.

Role:

With other board members:

1. To provide strategic leadership for the organisation by taking part in formulating and regularly reviewing its strategic aims, setting overall policy, and evaluating performance.
2. To ensure that the activities, policy and practices of the organisation are in keeping with its objects and aims.
3. To ensure that the organisation complies with the legal and financial requirements of a charitable organisation and its own governing documents and strives to achieve best practice.

Responsibilities:

1. Providing strategic leadership
 - Consider the organisation as a whole and its beneficiaries, whether as a member of the board members or any of its committees, sub-committees, groups etc.
 - Reflect the organisation's vision and principles, strategy and major policies at all times.
 - Contribute specific skills, interests and contacts and support the organisation in fundraising activities.
2. Ensuring policies and practices are in keeping with aims
 - Follow the Code of Conduct at all times, particularly when exercising the functions of the board members, or any of its committees, sub-committees, groups.
 - Attend meetings of the board members.
 - Reflect the board members' policies and concerns on all its committees, subcommittees, groups.
3. Ensuring best practice
 - To appoint the CEO and monitor his/her performance.
 - To ensure the effective and efficient administration of the organisation, and its financial health.
 - Be an active member of the board in exercising its responsibilities and functions.
 - Maintain constructive relationships with senior managerial staff.
 - Take part in training and development sessions provided for the benefit of the board members.
 - Fulfill such other duties and assignments as may be required from time to time by the board.
 - To use specific skills, knowledge or experience to help the board members reach sound decisions. This may involve scrutinising board papers, leading discussions, focusing on key issues, or providing advice and guidance on new initiatives.

Appendix 3

Disqualifications from acting as a trustee

When a new charity is formed and registers with the Charity Commission all the trustees are asked to sign a declaration that they are not disqualified from acting as trustees. Once registered, the charity's trustees are expected collectively to ensure that the board does not appoint or contain any individuals disqualified from acting as a charity trustee. Charities must ensure that they, or staff, make the necessary checks on prospective trustees as it is a criminal offence for a disqualified person to act as a trustee.

A person is disqualified from acting as a trustee if they fall under any of the following provisions, detailed in section 72 of the Charities Act 1993:

- People under the age of 18, unless the charity is a registered company
- Anyone convicted of an offence involving deception or dishonesty unless the conviction is spent (this depends on the sentence given, not the offence)
- Anyone who is undischarged bankrupt
- Anyone who has previously been removed from trusteeship of a charity by the courts or the Charity Commissioners
- Anyone who is under a disqualification order as a Company Director under the Companies Act

In certain cases the Charity Commission has the power to grant a waiver and allow a person disqualified from trusteeship to accept a trustee post, under section 72 of the Charities Act 1993. They will only agree in those cases where the charity can clearly demonstrate that the waiver is in the best interests of the charity.

Conflicts of Interest

All trustees must act in the best interests of the charity and not for their own private interest or gain. There may be situations where trustees own interests and the interests of the charity arise simultaneously or appear to clash.

Trustees, along with MGWT, must manage carefully any potential overlap or conflict of interests. Not all conflicts of interest stand as a bar to service as a trustee – much depends on the circumstances, the size and nature of the interest at issue. When a conflict of interest arises it is often enough for a trustee to declare their interest, and possibly withdraw from discussions and decisions on the issue. We take an open approach to potential conflicts of interest. This includes recognising, acknowledging and managing issues in a transparent manner.

New trustees should consider the question of potential conflicts of interest before there is a commitment on either side. This is particularly important where personal interests may be significant enough to make it difficult for an individual to make a full and rounded contribution to the board's discussions and decisions.