

Northmoor Community Association



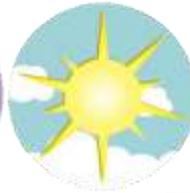
Advancing Skills
and Learning



Relieving Poverty



Promoting Health
and Wellbeing



Quality of Life

TRUSTEE INFORMATION & RECRUITMENT PACK



Charity Name: ***Northmoor Community Association***

Charity Registration Number: **1091595**

Company Registration Number: **4227867**

Telephone: **0161 2486823**

Web: www.northmoorcommunity.org

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Welcome!

Thank you for your interest in becoming a trustee at Northmoor Community Association (NCA). Being a trustee is a rewarding experience. It gives you an opportunity to put something back into the community. You can use skills you already have, and develop new ones. You will meet new people, both amongst the trustees and on the staff team, and have the opportunity to work as part of the team. You will know that you have been able to contribute to helping individuals feel heard, and influence their own lives, often at times of crisis or concern.

The Purpose of this Trustee Information Pack

You will find in here:

- Information about the work of NCA.
- General information about becoming a trustee.
- Information about the kind of Trustees we are looking for at NCA.
- Sources of further information about this role.

The next few years will not be without their challenges for many local charities, including NCA. Demand for our services continues to grow, whilst funding from statutory sources is declining, so we need to be able to raise more money from a wider range of sources. Together with the other trustees and the Centre Manager, you will need to be able to lead the organisation through a tough economic climate, building on the momentum that exists in NCA to achieve more, faster. As well as generating sufficient income to cover our costs, two key issues for the charity are around marketing and community engagement:

- We punch well above our weight – and we need to tell more people about this
- We need to connect more strongly again with our local area and to strengthen the way in which we involve our members and users in decision-making and service delivery.

Although the challenges are tough, there is much to build on:

- We enjoy a strong local reputation and have a loyal family of supporters who stand behind us in our efforts
- We are strengthening our financial position and growing the range of partners with whom we work
- We have a clear idea of our priorities for improvement which will be delivered by a committed team of staff and volunteers

We think that NCA is an organisation that inspires and encourages people to get involved and share their time, talents, expertise or money. We hope that, after reading the enclosures, you too will feel inspired to join us. We look forward to receiving your application.



Introduction

Who are we - Background to Northmoor Community Association

Northmoor Community Association (NCA) was set up in 2000 by local people motivated to tackle issues of multiple disadvantage, crime and gang related crime, environmental and ASB issues which were prevalent in their community of Northmoor. Meetings were often held in various locations in the neighbourhood such as the old cricket club to represent the needs, views and the voice of the community and to positively promote the neighbourhood of Northmoor.

NCA established a Management Committee in January 2001, Incorporated as a company Ltd by guarantee 4th June 2001 - Company Number 4227867, Took over the running and management of the Northmoor Community Centre in January 2002 leased from GreatPlaces Housing Association (GPHA), initially staffed by volunteers and the Management Committee until staff were in place in May 2002. NCA registered as a charity on the 11th April 2002 - Charity Number 1091595

In November 2005 services and facilities were expanded to include the development and management of a local Social Enterprise, Northmoor Community Laundrette with a long term view of generating unrestricted income to enable the N.C.A to be less dependent on grant funding.

NCA is a unique charity that provides a range of services to people of all ages in Northmoor so that they can lead positive, fulfilled lives as part of a community. We have exceptionally strong local roots going back to 2000 when we were founded, and are determined to work harder and faster to achieve even more in the years to come.

What do we do?

We are a multi-purpose community organisation and so provide all kinds of services and facilities, including: community café, social clubs for older people, Homework club for children and young people, IT learning, access to the internet, and online courses, various volunteering roles, community laundrette and stay and play group. We run our services out of two bases located in the heart of the Northmoor Neighbourhood – Northmoor Community Centre – a multi-purpose community centre; and the Northmoor Community Laundrette.

Facts and Figures

Both our bases are based in the heart of Northmoor neighbourhood, Longsight, Manchester an area of severe and multiple social deprivation, bordered by other areas of deprivation such as Gorton and Ardwick. Our bases sit within a zone that is amongst the 10% most disadvantaged areas in the country. Our service users who are people who predominantly live in the local area live in high-density social housing, and claims for incapacity benefit and employment support are higher than both the Manchester averages.

We have a small team of part time paid employees, led by the Centre Manager who is full time, and supported by a larger team of volunteers (around 44 each year) and sessional workers.

Achievements of the last financial year (2015-16) and the funding/financial status of the NCA and project overview can be found in more detail within our audited accounts by using this link:

<http://beta.charitycommission.gov.uk/charity-details/?regid=1091595&subid=0>

Most of our service users live locally. At least 80% come from black and minority ethnic communities and 15% of our registered children and young people do not have a school place at any one time making our priority to keep the only Homework Club in the area open.

Funding comes from a range of sources, including: earned income from room hire, community laundrette and printing services, charitable trusts and foundations, the Manchester City Council, and donations from individuals and companies.

Vision, Mission, Aims, Values and Key Objectives

Northmoor Community Centre and Northmoor Laundrette (a Social Enterprise) are run and managed by Northmoor Community Association, a registered independent charity and company limited by guarantee.

Vision

The NCA's vision for the neighbourhood of Northmoor is one of a thriving diverse vibrant community in which the NCA acts as a catalyst in partnership with other community and voluntary organisations, to engage with the local community for the provision of local facilities, local employment and community activity.

Mission

The NCA has defined its mission as:

“to help improve the quality of life for people living, working or volunteering within the neighbourhood of Northmoor; relieving poverty, promoting health & wellbeing, advancing skills & learning, and providing locally accessible welcoming community facilities for all”

Aims

N.C.A will achieve its vision facilitated through the following aims:

- To manage and develop fully accessible multi use welcoming community facilities.
- To provide inter-generational and multi-cultural activities and services.
- To have a diverse team of dedicated staff and volunteers.
- To deliver diverse, engaging, fun and educational programmes.
- To create a mixed portfolio of funding including income from community enterprise activities to underpin the salaries of key staff and support for services.
- To work in partnership with a range of Community & Voluntary Organisations in order to develop and deliver services to meet identified community needs.
- To ensure that everyone in the Northmoor area is informed of the facilities and services available to them at the community centre and laundrette.

Values

The core values underpin our mission, include a belief that:

- The N.C.A is open and inclusive
- The N.C.A is dedicated to its aims and mission
- The N.C.A is responsive to need
- The N.C.A is independent and community led

Key objectives

Key priorities over the next three year period are:

- Maintain existing services despite a more difficult funding environment
- Expand learning and skills opportunities for the community
- Expand existing facilities and programs
- Increase volunteering opportunities
- Continue to invest in staff development
- Attain the quality standard PQASSO at level 1

The Law and Long Words

You will see a lot of long words in the pages which follow. You will also read lots of things about duties, responsibilities, the law, regulation and governance. PLEASE don't be put off by this. Many trustees are ordinary people who learn to apply other skills which they have to the organisation where they sit on the Board. Some trustees are specialists, such as in finance, human resources, or the law.

NCA especially welcomes people with personal experience of the kind of situations which our service users may find themselves in. This is important for our trustee board, helping us to focus on providing a quality service for the people who we help. There is plenty of expertise around us, people and places who the Board can ask for advice, help, or professional services. This includes organisations such as MACC, Locality and GMCVO, who are specifically set up to support the voluntary and community sector. We also have support from our auditors and our funders.

Being a Trustee for NCA

The NCA is governed by its Management Committee (Board of Trustees). The governing document is the Constitution, as amended in November 2014, and shall have a Management Committee comprising not less than six and not more than twelve persons, as follows: 10 members elected & co-opted with not more than 5 persons representing organisations as determined by the Management Committee at any time.

NCA's Management Committee has overall legal responsibility for the direction, management and control of NCA, and is collectively accountable for compliance with relevant legislative and regulatory requirements. The trustee position therefore carries legal duties and responsibilities. It is a voluntary role, which should be undertaken because you are committed to furthering the purposes of NCA and have the skills, experience and personal qualities needed for the strategic management of our organisation.

The day-to-day operations are conducted by the Centre Manager, 9 part time staff and 40+ volunteers under the overall leadership and supervision of the trustees.

To serve as a trustee you must be over the age of 18 and not disqualified because of bankruptcy, unspent criminal convictions for offences of deception or dishonesty, or a legal order for removal/disqualification as a trustee or company director. It is a criminal offence to act as a trustee while disqualified. As a trustee you must act at all times in the interests of NCA.

NCA is also a limited company. All Trustees are directors of the company and are required to pay one pound when they first register. This pound is the limit of their liability to the company and being a member will not in any way make them personally liable for any financial or legal arrangements the Trust enters into. The only exception to this is if it can be shown that you were negligent or fraudulent in the way you helped manage the company business.

Co-optees

From time to time, the Management Committee may co-opt an individual who is qualified to be appointed as a Trustee to either fill a vacancy or as an additional Trustee. It is likely that these individuals may be co-opted onto a committee because they have specific experience or skills required by the committee. NCA welcomes applicants who feel that they do not have the time to fully commit themselves to the annual programme of work and meeting attendance required from a full time trustees, but still feel that they would like to contribute.

Trustees' Time Commitment

The Management Committee meets six times a year in February, April, June, August, October and December, on Tuesday evenings from 6:30pm-8pm at Northmoor Community Centre. Papers are sent out in advance of meetings and trustees are expected to read these and come to the meetings prepared to feedback as appropriate.

Trustees are expected to share out the work of the board, so you should expect to be doing other hours between meetings. This may include reading and responding to papers through regular email correspondence; researching a topic on behalf of the board; meeting with staff to discuss issues such as applying for grants or recruitment. Trustees sit on the recruitment panel when new staff are appointed, and one trustee – usually the chairperson – works closely with the Centre Manager. Trustees have also attended events, training and conferences on behalf of the Board and carried out fundraising activities.

Sub-committees may be established from time to time by the Board of Trustees. Trustees engage with NCA's activities outside Board meetings – e.g. helping on recruitment panels, directly supporting various projects, advising the Centre Manager, PQASSO sub-committee.

People who are disqualified as acting as trustees

All NCA trustees as part of their induction are asked to sign a declaration that they are not disqualified from acting as trustees. Once registered the charities trustees are expected to collectively ensure that the board does not appoint or contain any individuals disqualified from acting as a charity trustee. All necessary checks on prospective trustees will be made, 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 on the offence committed).

- Anyone who is an undischarged bankrupt;
- Anyone who has previously been removed from trusteeship of a charity by the Court or the Commissioners; and
- Anyone who is under a disqualification order under the Company Directors.

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.

NCA 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 withdraw from discussions and decisions on the issue and to declare their interests so that everyone is aware of them. We take an open approach to potential conflicts of interest. This includes recognising, acknowledging and managing issues in a transparent and efficient manner. This is to meet good practice guidelines and protect the reputation of the charity.

New trustees must 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.

Current Vacancies

We have some vacancies on the Management Committee at present and we are also planning to develop the organisation further. We have some exciting ideas and plans to take forward and we are seeking Trustees who will go beyond attendance at the Management Committee meetings and act proactively and creatively in the interests of NCA. The role of Trustee does not, however, imply involvement in the day-to-day management of the Charity’s operations which are the responsibility of the Centre Manager and his or her staff. Support for fundraising efforts, or any other specific tasks, must always be agreed in advance with the Centre and Chair of Trustees so that everyone’s time is used to the greatest possible effect.

The management committee has recently conducted a skills audit which identified gaps in the areas of:

Fundraising and income generation Media/PR, ICT/Social Media and enterprise development. Legal and Safeguarding	Marketing and communications, Quality standards and service improvement, Audit and risk management Business/commercial experience
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While we would particularly welcome interest from people with expertise in these areas, we are keen to consider anyone who feels they have talents and energy to contribute.

Trustee recruitment

Applications for new board members are welcome at any time. From time-to-time they may be encouraged through advertising. We particularly welcome applications from residents of the Northmoor neighbourhood and from members of BAME communities. Potential trustees are first invited to an informal meeting with the Centre Manager and/or Chair of Trustees to give an introduction to the organisation and an outline of the duties. If there is continued interest then the potential trustee is invited to observe a board meeting.

Following the observed board meeting the potential trustee completes

- A trustee application form
- Equal opportunities monitoring form
- Declaration of Eligibility
- Conflict of interest form
- Signs the code of conduct

References are taken up and an induction pack is issued to the potential trustee. The appointment of the potential trustee is discussed and a decision to appoint (or not) made at the following board meeting. Charity Commission, Companies House and Entrust are notified of the appointment. Trustees appointed by directors must stand for election by members at the next AGM.

Trustee role description

Job Title: Trustee

Salary Grade: Voluntary role

Responsible to: Chair of Trustees

Overview: To ensure NCA's strategy is driven forward

Main Duties & Responsibilities

1. To ensure that NCA complies with its governing document, charity law, company law and any other relevant legislation or regulations
2. To ensure that NCA pursues its objects as defined in its governing document and uses its resources exclusively in pursuance of its objects
3. To contribute actively to the Board in giving firm strategic direction, setting overall policy, defining goals and setting targets and evaluating performance against agreed targets
4. To safeguard the good name and values of NCA
5. To oversee, as part of the Board, the effective delivery of the strategy
6. To be satisfied that NCA is operating within the legal and financial guidelines set out in current legislation
7. To connect the organisation with appropriate stakeholders as and when appropriate
8. To represent the organisation and its vision on the local, regional and national stage
9. To protect and manage the property of the organisation and to ensure the proper investment of its funds
10. To appoint the Centre Manager and monitor his/her performance

Note that the Chairperson, Treasurer and Company Secretary have additional responsibilities which are set out in their role descriptions.

Other sources of information on the role and responsibilities of a trustee in addition to Appendix 1

Charity Trustee Networks – www.trusteenet.org.uk

Charity Commission – www.charitycommission.gov.uk

Community Matters – www.communitymatters.org.uk

Companies House – www.companieshouse.gov.uk

Trustee Person Specification

Trustees will be expected to bring the following.

1. A commitment to the vision, aims and objectives of NCA, and a proactive interest and enthusiasm in shaping and advising on the future of NCA.
2. Relevant external skills and experience drawn from a professional or community background.
3. A willingness to devote time and effort in both preparing for and attending trustee and other relevant meetings.
4. Good independent judgement and the ability to constructively challenge ideas.
5. An ability to think creatively and strategically.
6. An understanding and acceptance of legal duties, responsibilities and liabilities of trusteeship and the roles of boards.
7. The ability to represent NCA internally and externally.
8. An ability to work effectively as a member of a team while contributing an independent perspective.
9. A commitment to seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
10. A commitment to support the work of the Centre Manager and to respect the difference between governance and management
11. Strong communication skills and the ability to analyse and interpret information.
12. Be at least 18 years of age.

What next?

Informal discussion

If you would like to find out more about the Trustee role or the organisation before applying, please contact us to arrange an informal discussion with Giselle Bawden (Centre Manager) or David Callicott (Chairperson).

Please email Giselle in the first instance: Giselle@northmoorcommunity.org

Or phone the office on 0161 2486823 asking for Giselle Bawden.

APPENDIX 1**The Roles and Responsibilities of Trustees**

Below are the general roles and responsibilities of trustees in the UK. This information is taken from Section 3 of a Charity Commission Publication called: *The Essential Trustee – What you Need to Know*

This is a very useful document which gives you the basic information which you need to know in order to understand the role of trustee. It is available at:

<https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3>

You can also read a paper copy in the Northmoor Community Centre Office.

1 Trustees and their responsibilities

Charity trustees are the people who serve on the governing body of a charity. They may be known as trustees, directors, board members, governors or committee members. The principles and main duties are the same in all cases.

(a) Trustees have and must accept ultimate responsibility for directing the affairs of a charity, and ensuring that it is solvent, well-run, and delivering the charitable outcomes for the benefit of the public for which it has been set up.

2 Compliance - Trustees must:

(a) Ensure that the charity complies with charity law, and with the requirements of the Charity Commission as regulator; in particular ensure that the charity prepares reports on what it has achieved and Annual Returns and accounts as required by law.

(b) Ensure that the charity does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purpose and objects set out there.

(c) Comply with the requirements of other legislation and other regulators (if any) which govern the activities of the charity.

(d) Act with integrity, and avoid any personal conflicts of interest or misuse of charity funds or assets.

3 Duty of prudence - Trustees must:

(a) Ensure that the charity is and will remain solvent.

(b) Use charitable funds and assets reasonably, and only in furtherance of the charity's objects.

(c) Avoid undertaking activities that might place the charity's endowment, funds, assets or reputation at undue risk.

(d) Take special care when investing the funds of the charity, or borrowing funds for the charity to use.

4 Duty of care - Trustees must:

(a) Use reasonable care and skill in their work as trustees, using their personal skills and experience as needed to ensure that the charity is well-run and efficient.

(b) Consider getting external professional advice on all matters where there may be material risk to the charity, or where the trustees may be in breach of their duties.