



**Holloway
Neighbourhood
Group**

Trustee Recruitment Pack

June 2018

Charity Registration Number: 290493
Company Registration Number: 01804906
Registered Office: 84 Mayton Street, London, N7 6QT
Telephone: 020 7607 9794 Web: www.hng.org.uk

Welcome!

Thank you for your interest in becoming a trustee at Holloway Neighbourhood Group (HNG). This pack is designed to give you all the information you need to consider the role including background information on the charity and the board, the duties of a charity trustee and the skills we are looking for.

Charities continue to face the challenges of increasing demand for their services alongside a decline in statutory funding and increased competition for grant funding. But despite this, HNG is keen to expand its service delivery. We are in a fairly strong financial position; we generate a high proportion of our income by renting out space at our 2 Centres and we have secured core funding from Islington Council.

Together with the other trustees and the Chief Executive, you will need to be able to lead the organisation, building on the momentum that exists in HNG to achieve more, faster. As well as ensuring that we continue to generate sufficient income to cover our costs, our current priorities include:

- Connecting more strongly with our local area and to strengthen the way in which we involve our members and users in decision-making and service delivery.
- Improving the way that we record and communicate the impact of our service delivery
- Ensuring our policies and procedures are up to date and fit for purpose.

We are currently seeking Trustees with a legal background, or strong knowledge of Safeguarding and/or Mental Health Policy and Practice. We are also seeking to increase the diversity of our Board of Trustees, particularly welcoming applicants from BAMER backgrounds.

We think that HNG 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 to Holloway Neighbourhood Group

Who are we?

Holloway Neighbourhood Group provides a range of services for people of all ages in Islington so that they can lead positive, fulfilled lives as part of a community. We have exceptionally strong local roots going back to 1974 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 provide a broad range of services, including: social activities for older people, several weekly exercise classes, and low-cost counselling and complementary therapies for people who experience stress related illness and mental health problems. We run our services out of two community centres: the Old Fire Station – a busy, multi-purpose community centre; and the Stress Project – where we provide therapeutic services for people who experience mental health issues. We rent out space in both our Centres for community use.

Facts and Figures

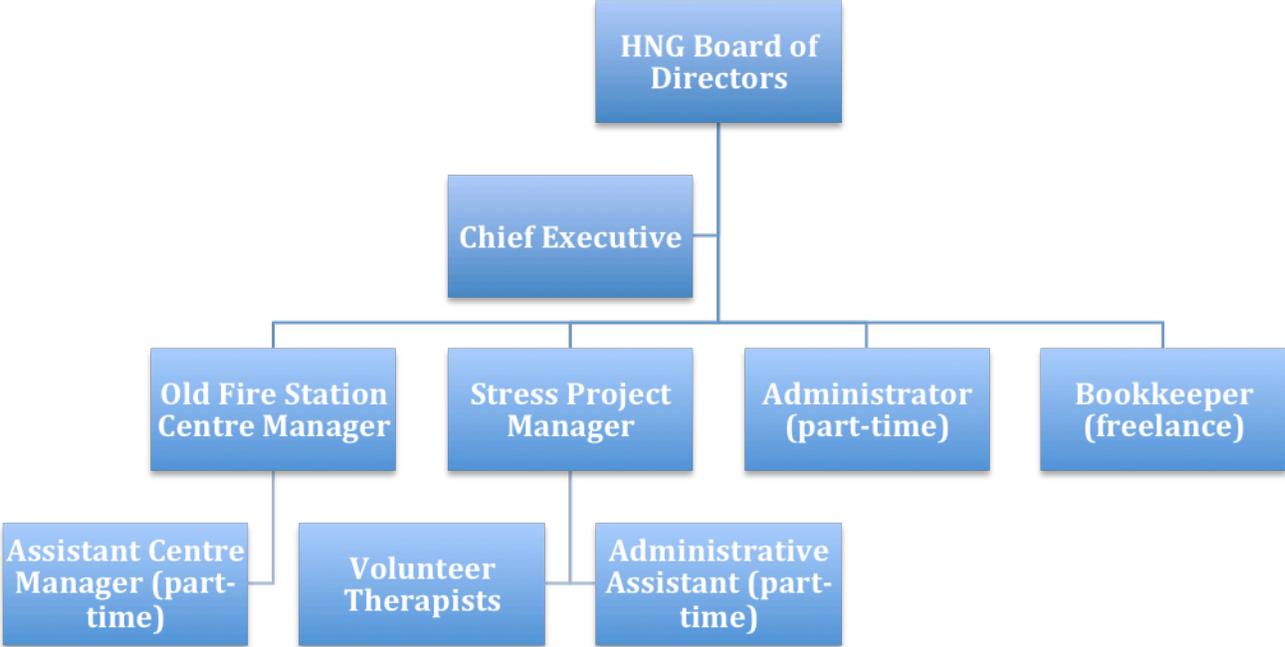
Our centres are based in the heart of Holloway, an area of severe and multiple social deprivation, yet bordered by areas of extreme wealth. Our centres sit between three particular zones that are among the 10% most disadvantaged areas in the country. Our area is the most ethnically diverse of Islington, experiencing the highest rates of unemployment, with 43% of people in the local area living in social housing, and 35% of residents living in overcrowded or very overcrowded accommodation. At 79 years, life expectancy for women is the lowest in Islington.

We have a small team of paid employees, led by the Chief Executive, and supported by a large team of volunteers (around 90 each year) and a number of sessional workers. The chart on the next page shows our structure.

Achievements of the last financial year (2017-18) included providing long-term intensive counselling or complementary therapy support to 122 individuals, Drop-in support to 208 people, running 5 8-week Mindfulness courses and providing taster sessions of Mindfulness to 122 young people. We co-ordinated a busy timetable of weekly activities at the Old Fire Station community centre, attracting 10,100 visits. Most of our service users live locally. 70% come from black and minority ethnic communities, only 12% are aged under 40 and 45% are aged over 65. Men make up 23% of our overall user numbers.

Our total income in 2017-18 was £300,564. Funding comes from a range of sources, including: earned income from room hire and charging for services, charitable trusts and foundations, the London Borough of Islington, and donations from individuals and companies.

Organisational Chart



Role of the Board of Trustees

HNG is led by the Board of Trustees – a group of people elected by members of HNG at the Annual General Meeting.

The Board of Trustees is ultimately responsible for the charity, for ensuring it delivers the outcomes for which it has been set up and that it is solvent and well run. The Board is also responsible for:

- Ensuring compliance with the objectives, purposes and values of HNG and with its governing documentation.
- The financial arrangements of HNG, including approving budgets and monitoring performance against them.
- Ensuring the workings of HNG are within relevant legislation.
- Formulating and approving the strategic plan.
- Supporting and advising the Chief Executive who is responsible for other employees and volunteers.
- Setting or approving policies and plans and maintaining a framework of delegation and internal control.
- Agreeing or ratifying decisions on matters which might create significant risk for the organisation.

The Board of Trustees does not make operational or day-to-day decisions about the running of the charity – these are made by the employees, led by the Chief Executive. Members of the Board of Trustees do, however, share their expertise with the employees to assist and support the day-to-day work.

The Board normally meets bi-monthly, in the evening. Sub-committees may be established from time to time by the Board of Trustees. Trustees engage with HNG's activities outside Board meetings – e.g. helping on recruitment panels, fundraising, advising the Chief Executive.

Current board membership

Position	Name	Role and Experience
Chair	John Rockel	John lives in Islington and qualified as an accountant before completing an MBA. He is a Partner at a property consultancy firm. John brings his skills around business and financial management to the board.
Treasurer	Toby Lovell	Toby lives locally and has worked in commercial banking since 2006. He is a Chartered Financial Analyst, a qualified Project Manager (Prince2) and has a BA in Economics.
Trustee and Company Secretary	Charlie Bowker	Charlie is a founding trustee, having been on the Board of Trustees for over 40 years. He secured funding to set up the Stress Project. He is a retired Islington Council social worker. He brings to the Board experience of community development, user involvement, service design and partnership working.
Trustee	Hayley West	Hayley is a qualified company commercial solicitor. She brings her legal and regulatory knowledge to the Board.
Trustee	Sandrine Palmer	Sandrine joined the Board in 2013, has worked as a Market Data Analyst and recently achieved an MBA.
Trustee	Rebekah Diski	Rebekah is a civil servant in the Department for International Development and has a background in social policy and research.
Trustee	Wil Lewis	Will works as a Commissioning Officer in Islington Council within the Prevention team. He has a particular interest in resident engagement and co-production. He has a Masters in Social Policy and Planning.
Trustee	Gabby Melvin	Gabby is a Senior Policy Advisor in the Office for Civil Society, having previously worked for Barnet Council on the Graduate Development Programme. She has an ILM Level 7 certificate in Strategic Leadership.
Trustee	Tom Neumark	Tom lives locally and is the Chief Executive of The Peel, a community centre in the south of Islington. He has worked in community development and housing since 2006.

Trustee Role Description

Overall Objective

To be responsible, collectively with other trustees, for setting Holloway Neighbourhood Group's strategic aims and objectives and fulfilling the charity's objects; to be responsible for the well-being and development of the organisation and for its good governance, in compliance with current legislation under the Companies and Charities Acts.

Tasks and Responsibilities

- With other trustees to ensure that the Board of Trustees complies with its Memorandum and Articles of Association.
- With other trustees to ensure that HNG pursues and works within its mission and charitable objectives, as established in the Memorandum and Articles of Association.
- To be aware of, and conform to, the responsibilities of a Charity Trustee and Company Director.
- With other trustees to ensure that the organisation functions within relevant legal and financial requirements, and to ensure that it strives to achieve good governance and best practice.
- With other trustees to ensure the organisation applies its resources exclusively in pursuance of its objectives.
- With other trustees to contribute actively to the Board of Trustees' role in giving firm strategic direction to the organisation, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets.
- With other trustees to ensure the financial stability and solvency of HNG.
- With other trustees to ensure the effective and efficient management of HNG, delegating operational and appropriate matters to the management team.
- With other trustees, agreeing or ratifying decisions on matters which might create significant risk for the organisation.
- To support senior staff and promote and maintain good relationships between trustees, the Chief Executive, staff and volunteers.
- To attend Board meetings, sub-committee meetings and training sessions, and read papers in advance of meetings.

- To keep informed about HNG's activities and wider issues that affect its work.
- To safeguard and reflect the organisation's values at all times.
- To play an ambassadorial role and promote HNG as appropriate.
- To act in the best interests of HNG and to recognise and declare personal interests, where appropriate.
- To work at all times within HNG's policies and procedures, including, but not exclusively, Confidentiality, Equal Opportunities, Child Protection / Protection of Vulnerable Adults and the Trustee Code of Conduct.
- To fulfil other such duties and assignments that may be required from time to time by the Board of Trustees.

Person specification:

We are particularly looking for trustees with a legal background, or strong knowledge of Safeguarding and/or Mental Health Policy and Practice.

We particularly welcome applications from residents of the London Borough of Islington and from members of BAMER communities.

In addition to any specific knowledge and experience, the qualities needed by all trustees include the following:

- An interest in, and commitment to, HNG's mission and values
- A commitment to attend Board and other meetings, as appropriate, and to be available for projects and working groups
- A willingness and ability to focus on strategic and governance issues
- Ability to make sound judgements, having analysed and interpreted the information available
- A willingness to promote HNG externally, by using personal and professional contacts
- Strategic vision
- An ability to think creatively
- An ability to contribute to constructive debate
- A commitment to understand and work within the legal duties, responsibilities and liabilities of trusteeship
- A commitment to support the work of the Chief Executive and to respect the difference between governance and management

- An ability to work effectively as a member of the Board of Trustees

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

Trustee Code of Conduct

As a trustee of HNG I promise to abide by some fundamental values that underpin all the activity of this organisation. These are:

1) Accountability

Everything HNG does will be able to stand the test of scrutiny by the public, the media, charity regulators, members, stakeholders, funders, Parliament and the courts. We will evaluate the effectiveness of our work, tackle poor performance and respond to complaints fairly and promptly. We will be clear about the standards to which we will work and be open about our arrangements for involving users.

2) Integrity and honesty

These will be the hallmarks of all conduct when dealing with colleagues within HNG and, equally, when dealing with individuals and institutions outside it.

3) Effectiveness

HNG strives to be an effective and high-performing organisation. We will remain relevant to the needs we seek to meet, manage and target resources effectively and do what we say we will do.

Additionally, I agree to the following points:

4) Law, mission, policies

- I will not break the law or go against charity regulations and organisational policies in any aspect of my role of trustee.
- I will support the vision, mission and values of the organisation.
- I will abide by organisational policies.

5) Conflicts of interest

- I will always strive to act in the best interests of the organisation.
- I will declare any conflict of interest, or any circumstance that might be viewed by others as a conflict of interest, as soon as it arises.
- I will submit to the judgement of the Board of Trustees and do as it requires regarding potential conflicts of interest.

6) Person to person

- I will strive to establish respectful, collegial and courteous relationships with all I come into contact with in my role as trustee.

7) Protecting the organisation's reputation

- I will not speak as a trustee of this organisation to the media or in a public forum without the prior knowledge and approval of the Chief Executive or Chair.
- When I am speaking as a trustee of this organisation, my comments will reflect current organisational policy and plans regardless of my personal views.
- When speaking as a private citizen I will strive to uphold the reputation of the organisation and those who work in it.

- I will respect organisational, Board and individual confidentiality.
- I will take an active interest in the organisation's public image, noting news about the organisation, about similar organisations or about important issues for the organisation.

8) Personal gain

- I will not personally gain materially or financially from my role as trustee, nor will I permit others to do so as a result of my actions or negligence.
- I will document expenses and seek reimbursement according to procedure.
- I will not accept substantial gifts or hospitality without prior consent of the Chair.
- I will use organisational resources responsibly, when authorised, in accordance with procedure.

9) In Board meetings

- I will strive to embody the principles of leadership in all my actions and live up to the trust placed in me by HNG.
- I will abide by the Board of Trustees' governance procedures and practices.
- I will strive to attend all Board meetings, giving apologies ahead of time to the Chair if unable to attend.
- I will study the agenda and other information sent to me in good time prior to the meeting and be prepared to debate and vote on agenda items during the meeting.
- I will honour the authority of the Chair and respect his or her role as meeting leader.
- I will engage in debate and voting in meetings according to procedure, maintaining a respectful attitude toward the opinions of others while making my voice heard.
- I will accept a majority Board of Trustees vote on an issue as decisive and final.
- I will maintain confidentiality about what goes on in the boardroom unless authorised by the Chair or Board of Trustees to speak of it.

10) Enhancing governance

- I will participate in induction, training and development activities for trustees.
- I will continually seek ways to improve Board governance practice.
- I will strive to identify good candidates to be elected as trustees.
- I will support the Chief Executive in his/her executive role and, with my fellow committee members, seek development opportunities for him/her.

12) Leaving the Board of Trustees

- I understand that substantial breach of any part of this code may result in my removal from the Board of Trustees.
- Should I resign from the Board of Trustees I will inform the Chair in advance in writing, stating my reasons for resigning. Additionally, I will participate in an exit interview.

Trustee Agreement and Declaration

This document is issued by Holloway Neighbourhood Group and is designed to help you understand the guiding principles and responsibilities of being a trustee.

Agreement between the Organisation and Trustees

- Should you be elected onto the Trustee Board, you can serve for one year, with an option for re-election every year thereafter. *[This policy is currently under review.]*
- Should you at any time wish to resign from the board you should do so by writing to the Chair of the board. Reasons should be given if they relate to the organisation and its activities.
- Should you not attend 3 consecutive meetings of the board without giving apologies, you will automatically lose the right to be a trustee.
- You have the right as a trustee to:
 - Have equal status and voting rights with all the other trustees
 - Receive training which relates to any area of the board's work
- Your individual responsibilities are to:
 - Attend trustee board meetings regularly. If you are unable to attend you should give your apologies to the Chair
 - Understand and be fully committed to the aims and principles of the organisation
 - Challenge all incidents that contravene the organisation's equal opportunities policy
 - Take a share of the board's work by offering to work on a sub-committee of the board
 - Support all decisions once they have been agreed by the board
 - Respect the confidentiality of board matters and discussions
- An induction programme will be organised for you which will help you to get involved in the board. In addition the organisation will provide opportunities for you to meet other trustees, members of staff and familiarise yourself with the organisation, its policies, plans and financial status.
- Your joint responsibilities with all the other trustees are to:
 - Accept legal responsibility for the workers of the organisation
 - Decide overall policy for the organisation's work within the guidelines laid down by the members
 - Be satisfied that within the constraints of resources, the organisation is meeting its aims
 - Take a long-term view of how the work of the organisation should develop
 - Try to ensure that funding for the organisation continues as long as this is in line with our charitable mission

- Ensure that all trustee responsibilities delegated to paid staff and individual members of the organisation are carried out
- Trustees are required to declare any interests which may result in conflict while they are serving on the board.
- Trustees are required to abide by the Trustee Code of Conduct

Declaration

- I have read and understood the provisions of the Trustee Agreement
- I have read, and agree to abide by the Trustee Code of Conduct
- I have received and read the induction material for new trustees and understand my duties and responsibilities as a trustee
- I undertake to familiarise myself with the organisation's policies, objectives, plans and financial position
- I shall declare all conflicts of interest as and when they arise. If at any time these conflicts hamper my ability to perform my roles as trustee, I shall resign from the board
- I shall keep all the proceedings at trustee meetings confidential and shall not discuss any of the issues externally without clearance from the Chairperson
- I further declare that:
 - I am over the age of 18
 - I am not bankrupt
 - I have not previously been removed from trusteeship of a charity by a Court or the Charity Commission
 - I am not under disqualification under the Company Directors' Disqualification Act 1986
 - I have not been convicted of an offence involving deception or dishonesty (unless the conviction is spent)
 - I am, in the light of the above, not disqualified by the Charities Act 1993 section 72) from acting as a charity trustee
 - I undertake to fulfill my responsibilities and duties as a trustee of HNG in good faith and in accordance with the law and within HNG's vision, mission, values and strategic plan
 - I do not have any financial interests in conflict with those of HNG (either in person or through family or business connections) except those that I have formally notified in a conflict of interest statement. I will specifically notify any such interest at any meeting where trustees are required to make a decision that affects my personal interests, and I will absent myself entirely from any decision on the matter and not vote on it.

Signed:

Date:

How to apply

Send your CV and a covering letter along with two references (including their name and contact details) to our Chief Executive, Lucy Bingham:

Email: lucy@hng.org.uk
Post: Old Fire Station
 84 Mayton Street
 London
 N7 6QT

We will then contact you if we wish to take your application further.

As well as taking up references we will also require an enhanced criminal record check through the Disclosure and Barring Service.

Informal discussion

If you would like to find out more about the role or the organisation before applying, please contact us to arrange an informal discussion with Lucy Bingham (Chief Executive) or John Rockel (Chair). Please email Lucy in the first instance: lucy@hng.org.uk

Other sources of information on the role of a trustee

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

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.

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.

HNG's Conflict of Interest Policy provides full details.