Trustee Induction Pack
Welcome to Manor House Development Trust

1. An introduction to the Trust

History

Manor House Development Trust (MHDT) has now been in existence since 2007 following on from the previous SRB Partnership that delivered a 7-year programme of regeneration initiatives in an area covering both Woodberry Down and Stamford Hill. Woodberry Down itself is undergoing significant physical regeneration

MHDT, as a local community led social enterprise is deemed the most appropriate mechanism to champion community development on Woodberry Down and the wider NE Hackney area. It is also well positioned to manage and develop new projects for local people.

What is happening now?

MHDT has been supported over the past 4 years by Hackney Homes and by the LDA's funding. It is proposed that from April 2013, MHDT will become totally independent. This means that the Trust will have total responsibility for governance and finance issues. This requires a highly professional Board, still rooted in the community that the Trust has been set up to serve. The new Community Centre opened in September 2011, providing additional assets for MHDT and new opportunities and challenges to ensure that it is a lively, fully-used and properly-managed resource for local people.

Governance and Operational Management

We are constituted as a charitable company, governed by an elected Board and managed by a Director with a small staff team. Simon Donovan has been the Director since 2008.

Resources

MHDT manages the Redmond Community Centre, which offers flexible and modernised space for a variety of organisations, community groups and local people. The centre is home to the Woodberry Down Community Library, an edible garden and (soon to arrive) Community pop-up café.

MHDT also owns 2 subsidiary Community Interest Companies, which are both currently dormant, as they acted as pop-up businesses to react to training and employment needs at the time they were created. They have been left dormant so that they could be revisited later. Local Labour Hire CIC in particular has received recent attention and has the potential to trade again.

Mission & Vision statement

Manor House Development Trust went through a process of revisiting the Business Plan to prepare for the next few years. A Vision statement is yet to be agreed by the Board. The Board has not agreed the mission statement but it has been suggested it should be:

Manor House Development Trust is a charitable social enterprise based in the London Borough of Hackney. We deliver and help other organisations to deliver community services which are value for money and create lasting benefits. This approach allows the community to lead and determine its own future.

Strategic Objectives

We believe our approach can bring value to other UK communities. Therefore, we are replicating and expanding our work beyond Hackney and are influencing decision-makers to adopt our approach.

MHDT has summarised how it will achieve its vision under these 5 strategic objectives:

Connecting People – Too many organisations with similar objectives, whether from the public, private and voluntary sectors, work in isolation. MHDT provides the practical means by which partners can easily work together for mutual benefit. As well as this MHDT provides the mechanism for delivery for organisation wishing to implement the Social Value and Localism Acts. This is done by:
   o   Using our experience and track record to lead or participate in collaborative funding bids
   o   Leading local collective committees
   o   Using our established network to create new partnering opportunities for local organisations
   o   Using our extensive networks to ensure that projects reach their intended participants and beneficiaries.

Empowering the Community – Our primary function is not to 'do' community development, but to enable individuals and groups to take ownership of their future. We do this by:
- o directly providing expertise, training, resources and finance to local people and community groups;
- o ensuring this is approach embedded in the exit strategy of local initiatives.

Creating the Space – Safe, accessible space is a key element in the successful delivery of our objectives. Not only does MHDT own and manage space, we also seek to influence others in providing spaces in a way which is open, transparent and with clear and measurable community benefit.

Influencing the Powerful – MHDT uses evidence-based research and practical examples from the myriad of projects delivered under our umbrella to influence those who make policy and plans which affect our community.

Organisational Independence; Excellence and Sustainability – MHDT recognises the fast changing nature of the political and economic situation both locally and nationally. We have ensured that this is built into the Business Plan to provide our Senior Management and Board with a flexible tool to take advantage of the opportunities and challenges that we face.

Core Values

To help us achieve our mission, we embrace the following core values within the organisation:
- o Entrepreneurship
- o Sustainability
- o Collaboration
- o Holistic working
- o Evidence Based projects
- o Good governance
- o Innovation
- o Impact Measurement
- o Sharing learning
- o Accountability

Our local area

This refers to our immediate area of benefit, as illustrated in the map below. However, it is important to note that our vision goes beyond the this area to involve regional and national bodies; to allow for projects to be replicated and scaled up to deliver services elsewhere; and to share learning to influence community development approaches more widely.
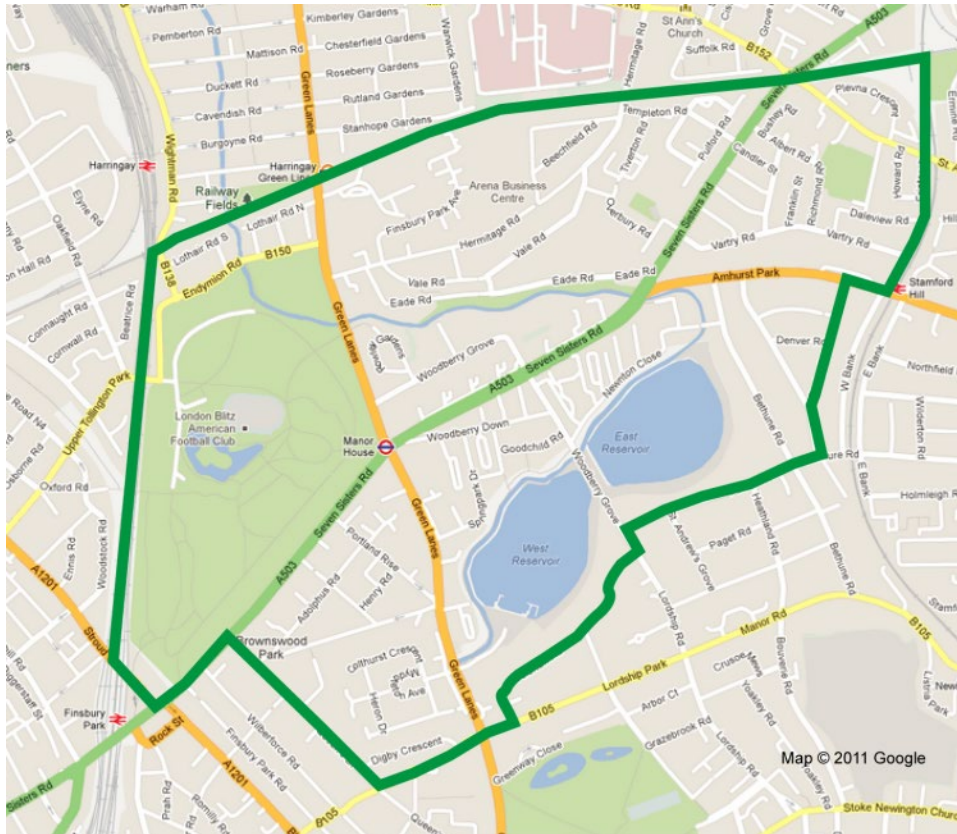
Our local community

This refers to the residents, community groups and organisations based or living within the Local Area. The MHDT Equality and Diversity Policy describes our approach in involving any resident regardless of race, religion, gender, employment, disability, etc. It is important to note that those residents who use services within the area, like schools, but do not live in the area will also be included within this definition. It is also important to note that this definition does not exclude residents and communities beyond the map boundary from benefiting from our work. Beneficiaries will differ between projects depending on the remit of funders.

Addressing Community Need

MHDT is situated in the London Borough of Hackney. It primarily serves communities in North Hackney and South Haringey. The communities in this area are mainly young with 51% under age of 30. The Orthodox Jewish community represent the largest BME group in the area (approximately 27%). In the Woodberry Down estate itself has high levels of unemployment with only 51% of the population being economically active. The estate's ethnicity comprises many different communities – including African, Turkish and Asian. The area also suffers from poor levels of educational attainment, with 37% of people between 16 and 74 having no academic, vocational or professional qualification. Health is also an issue for many living on the estate, with 21% reporting a long-term illness. There is also a lower than average life expectancy and higher than average rates of coronary heart disease.

2.   Trustee Code of Conduct

It is the responsibility of Board members to:

- **Act within the governing document and the law** – being aware of the contents of the organisation's Code of Governance and the law;

- **Act in the best interests of the organisation as a whole** – considering what is best for the organisation and its beneficiaries and avoiding bringing it into disrepute;

- **Manage conflicts of interest effectively** – registering, declaring and resolving conflicts of interest. Not gaining materially or financially unless specifically authorised to do so;

- **Respect confidentiality** – understanding what confidentiality means in practice for the organisation, the Board and the individuals involved;

- **Have a sound and up-to-date knowledge of the organisation and its environment** – understanding how the organisation works and the environment it operates within;

- **Attend meetings and other appointments or to provide apologies** – engaging in discussions and decision-making processes;

- **Prepare fully for meetings and all work for the organisation** – reading papers, querying unclear or difficult items and thinking through issues in good time before meetings;

- **Actively engage in respectful discussion, debate and voting at meetings** – contributing positively, listening carefully, challenging sensitively and avoiding conflict;

- **Act jointly and accept a majority decision** – making decisions collectively, standing by them and not acting individually unless specifically authorised to do so;

- **Work considerately and respectfully with all** – respecting diversity, different roles and boundaries, and avoiding giving offence.

3. Trustee role description

BOARD MEMBERS' MAIN RESPONSIBILITIES

- To take ultimate responsibility for directing the affairs of MHDT and ensuring that it is solvent, well-run and delivering the outcomes for the benefit of the local community as identified in the Business Plan
- To ensure that MHDT complies with all legal requirements – under company and charity law – particularly to prepare an Annual Return, Annual Report and accounts
- To ensure that MHDT does not breach any of the requirements and rules set out in the Code of Governance and that MHDT remains true to the vision and mission identified in that document
- To comply with any other legal or regulatory requirements
- To ensure that the MHDT Director is appointed, managed and provided with the level of support required to ensure that he/she is able to properly undertake their duties
- To act with integrity and avoid any personal conflicts of interest or misuse of charity funds or assets
- To ensure that MHDT is and will remain solvent
- To use funds and assets reasonably and in accordance with the Business Plan and the annually approved budget
- To avoid undertaking activities that might place MHDT's funds or assets or reputation at undue risk
- To take special care when investing funds or borrowing funds for MHDT to use
- To use reasonable care and personal skills and experience to make sure that MHDT is well-run and efficient
- To consider obtaining external professional advice on all matters where there may be material risk to MHDT or where Board Members may be in breach of their duties
- To consult with and obtain feedback from the local community on services and ensure that these results are fed back into the Business Plan
- To undertake such duties as may be required, including participating in meetings and other events and activities

BOARD MEMBER PERSON SPECIFICATION

Board Members will need to have a variety of skills, experience and personal attributes that will ensure that a creative and efficient team is developed at a Board level.

1. Knowledge and skills

In order to ensure that Board Members are able to meet the requirements of the role and responsibilities identified above, we are looking for people who can provide a high level of experience or good understanding of the following key competencies:

- Giving purpose and direction
- Thinking strategically
- Leading by example
- Getting the best from people
- Focusing on outcomes
- Learning and improving

- Inclusion and equal opportunities

No one individual can meet all the requirements, but we are looking for people who can bring professional knowledge, skills and/or experience in two or more of the following areas. (Those areas shown in *italics* are those that MHDT are currently prioritising and those with experience in these areas will be considered for current vacancies in Board membership)

- ***Accounting/finance***
- Advice provision
- Business and strategic planning
- ***Charity and company law***
- ***Conflict resolution***
- Disability issues
- Education and training
- ***Employment law and practices***
- Financial management
- Fundraising and sponsorship
- ***Governance and regulation***
- Health and safety
- Knowledge of the local community
- Knowledge of the voluntary sector
- Marketing and PR
- Monitoring and evaluation
- Partnership working
- Personnel management
- Risk management
- ***Social Enterprise development and support***
- Target setting
- Volunteer management

Essential: Ability to work with and relate to people of various backgrounds, cultures, faiths and experience.

Desirable: Knowledge of partnership working, working as part of a team, managing an organisation in a professional or voluntary capacity, working with community and voluntary groups in Hackney.

2. Motivation
Essential:
- Commitment to the vision of MHDT
- Commitment to improve services and facilities
- Commitment to receive appropriate training as an individual and as part of the Board team
- Commitment to operate collectively to ensure the effective delivery of the Business Plan and the growth of the new Community Centre
- Commitment to open, inclusive and transparent methods of working.

4.   Trustee skills & knowledge profile form

CONFIDENTIAL
MANOR HOUSE DEVELOPMENT TRUST – BOARD SKILLS AUDIT

Name
Address
Telephone number
Email address
How and when do you prefer to be contacted?
When did you join the Board?
Why did you join?

A.   *Key competencies for Board Trustees are identified as follows.*
   Where do you think you fit on the following table?
   (Please tick one box against each competency)

Key competency	Experience	Understanding	Training need
Giving purpose and direction			
Thinking strategically			
Leading by example			
Getting the best from people			
Focusing on outcomes			
Learning and improving			
Inclusion and opportunities			

B. *Relevant skills needed by Board Trustees are identified below.*
   Please indicate your skills by ticking one box against each identified skill.

Skills	Experience	Understanding	Training Need
Accounting			
Advice provision			
Business and Strategic Planning			
Charity Law			
Company Law			
Conflict resolution			
Disability issues			
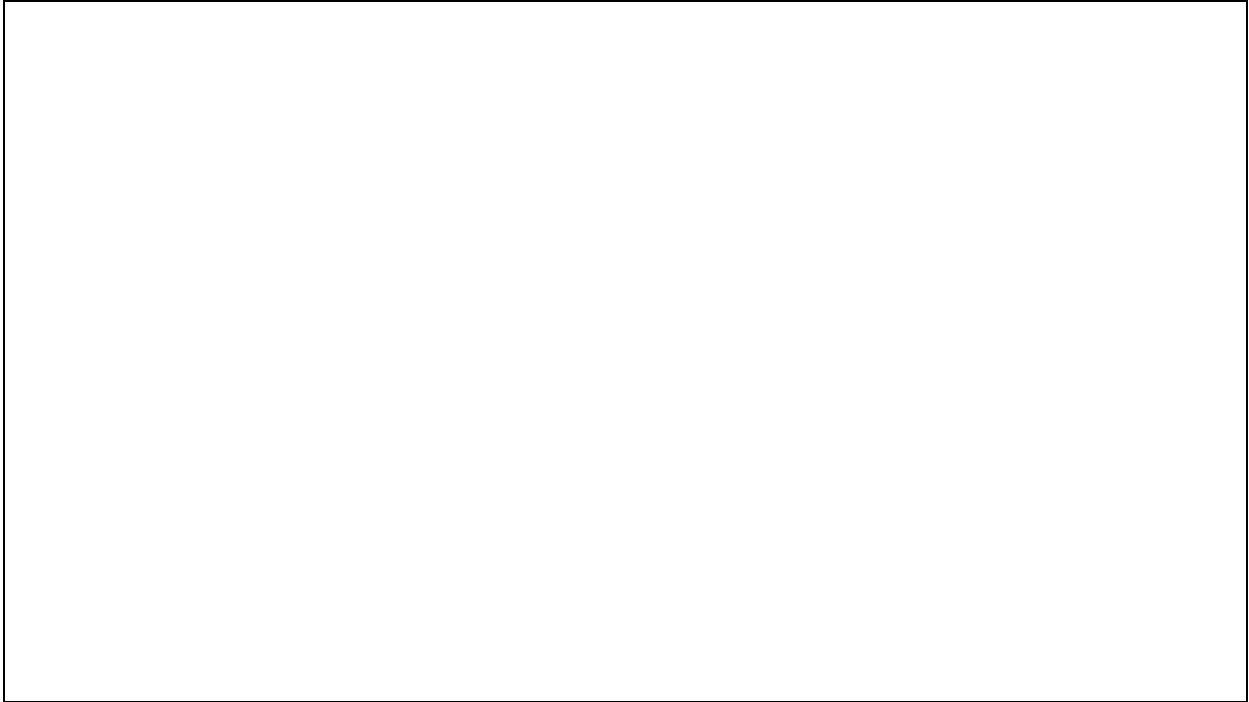
Skills	Experience	Understanding	Training Need
Education and training			
Employment law and practices			
Financial management			
Fundraising and sponsorship			
Governance and regulation			
Health and safety			
Knowledge of local community			
Knowledge of voluntary sector			
Marketing and PR			
Monitoring and evaluation			
Partnership working			
Personnel management			
Risk management			
Social enterprise development and support			
Target setting			
Volunteer management			
Anything missing from this list (please identify)			

C. *How often should appraisals be undertaken with Board Trustees? Please indicate below.*

Every 3 months	Every 6 months	Annually

D. Any other comments or suggestions regarding Training or Skills needs?

5.   Declaration of interests

I, ……………………………………………………………………., as a trustee of
Manor House Development Trust, have set out below my interests in accordance
with the organisation's conflicts of interest policy.

Category	Please give details of the interest and whether it applies to yourself or, where appropriate, a member of your immediate family, connected persons or some other close personal connection
Current employment and any previous employment in which you continue to have a financial interest	
Appointments (voluntary or otherwise), e.g. trusteeships, directorships, local authority membership, tribunals etc.	
Membership of any professional bodies, special interest groups or mutual support organisations.	
Investments in unlisted companies, partnerships and other forms of business, major shareholdings and beneficial interests.	
Gifts or hospitality offered to you by external bodies and whether this was declined or accepted in the last twelve months.	
Do you use, or care for, a user of the organisation's services?	
Any contractual relationship with the charity or its subsidiary.	
Any other conflicts that are not covered by the above.	

To the best of my knowledge, the above information is complete and correct. I undertake to update as necessary the information provided, and to review the accuracy of the information on an annual basis. I give my consent for it to be used for the purposes described in the conflicts of interest policy and for no other purpose.

Signed: Position:
Date:

6. Equal Opportunities Monitoring

Manor House Development Trust aims to be an equal opportunities organisation. We are determined not to discriminate against applicants with regard to sex, race or ethnic origin, economic status, religious beliefs, age, marital status, sexuality, disability, HIV diagnosis, or for any other reason. You can assist us in monitoring our performance by answering the questions below (please tick the relevant boxes).

1. **Are you?**
   Male ☐   Female ☐

2. **How would you describe your ethnic origin?**
   ☐ African   ☐ Pakistani
   ☐ African Caribbean   ☐ Vietnamese
   ☐ Bangladeshi   ☐ White Continental European
   ☐ Black UK   ☐ White UK
   ☐ Chinese   ☐ Other
   ☐ Indian   ☐ Do not wish to state
   ☐ Irish

3. **Do you have a disability?**
   Yes ☐   No ☐

4. **What is your age group?**
   16-24 ☐   25-34 ☐   35-44 ☐   45-64 ☐   65+ ☐

5. **How would you describe your sexuality?**
   ☐ Bisexual   ☐ Lesbian
   ☐ Gay man   ☐ Other
   ☐ Heterosexual   ☐ Do not wish to state

6. **Do you have childcare/caring responsibilities?**
   Yes ☐   No ☐