



Introduction

WELCOME, and thank you for volunteering to act as a Trustee and Director at Back on the Map. This handbook is provided to help you understand how we work, and also to help you recognise how important your contribution is to us.

It is provided to all Trustees and Directors of Back on the Map, to provide an introduction to the Charity and will form part of your induction. It will give you an overview of your role and responsibilities as a Trustee or Director.



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Chair's Welcome

Thank you for your interest in becoming a Trustee of the Charity Board of Back on the Map Ltd or joining our trading company Board of Directors.

Back on the Map has a successful history of supporting residents in Hendon, transforming local lives. Thanks to the generosity of its volunteers and funders, and the management of its staff team.

Our Board of Trustees plays a vital role in guiding and governing the charity, ensuring that the charity is well managed and that it stays true to its charitable objects and purpose. Trustees challenge, guide and support the Chief Executive of the charity in developing and implementing strategy.

Julie Gray
Back on the Map Chairperson



CEO Welcome

Welcome to the Back on the Map team. As a trustee you will play a vital role in our service delivery and help make positive impact on the lives of local people. Your contribution is vital to our work and we are committed to offering volunteers an enjoyable and meaningful experience.

Back on the Map exists to deliver our social mission and our people are our greatest asset in achieving that. At Back on the Map we value integrity, respect and equity. We expect our team to live by these values and deliver a high standard of service to our residents.

Being resident led is the golden thread of everything we do at Back on the Map. We aim to create opportunities at all levels of the organisation for local people to play an active role in the co-production and delivery of vital community services from the bottom up. Volunteers are vital to our work and through their commitment we extend our reach and making a bigger impact on local lives.

Thank you for committing your time to supporting our work,

Jo Cooper
CEO



Back on the Map 2023/28 Vision

'Making Hendon a place of opportunity to live, work and thrive'

A Stronger Community

We engage with and enable local people to build social capital and improving resident wellbeing. We provide health, welfare support and employability services that respond to expressed local need. By doing so we will:

- Improve Mental Health and Emotional Resilience
- Reduce Social Isolation
- Improve Physical Health
- Reduce Intergenerational Unemployment

A Local Voice

We create opportunities for local people to identify, voice local priorities then work together as communities to improve their environment and shape service delivery. By doing so we will:

- Support Residents to Identify Local Needs
- Enable Local People to Make a Difference
- Co-Produce Community Services
- Create Volunteer Opportunities
- Give Residents an Influencing Role

A Better Place

We invest in the local housing market, developing mixed property portfolio to provide quality residential accommodation and improve the physical amenities in the area;

- Manage Our Homes & Let Responsibly
- Buy, Improve & Create Quality Homes
- Encourage Sustainable Tenancies
- Improve the local Highstreet
- Support local wealth building

Outcomes

- Improved Resident Wellbeing
- Happier Healthier Residents
- Good Neighbours
- Resident Led
- Increased Social Capital
- Financial Sustainability
- Sustainable Homes
- More Stable Community
- Thriving local Highstreet

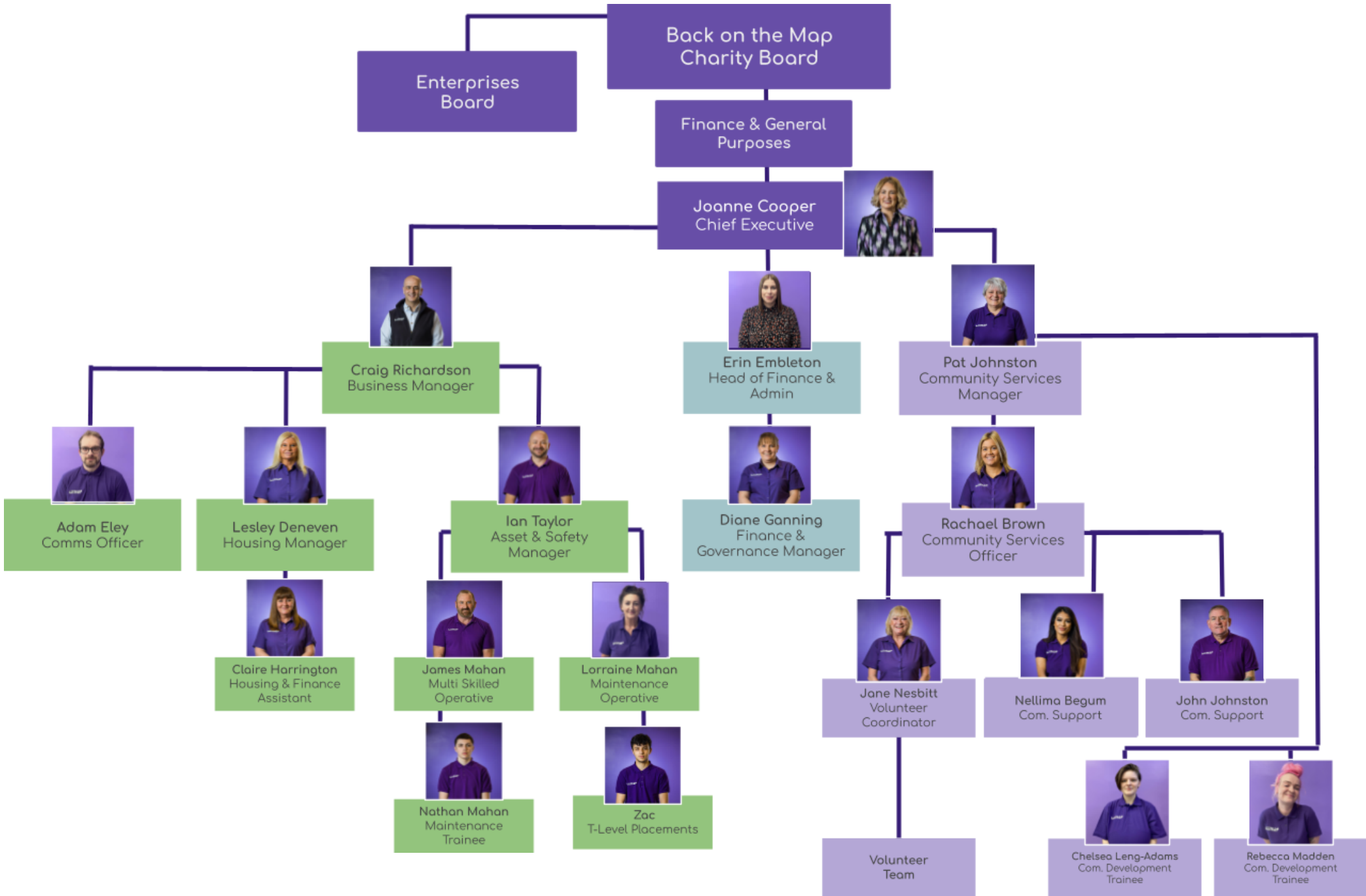
Values

Integrity
Excellence

Making a Difference

Working Together
Fairness of Opportunity

Organisation Structure



Charity Board



Chair - Julie Gray



Eddie Moore



Keri Bethell



Jim Pace



Treasurer - Kevin Rooney



Pam Todd



Bina Begum



Laura Calvert

Enterprise Board



Chair - Steve Simpson



Liz Mcevoy



Paul Mullis



Tina Lowes



Treasurer - Michael Smith



Victoria Cole



Hazel Clark MBE

visit www.backonthemap.org to find out more

Your Role as a Trustee

In line with Charity Commission guidance on trusteeship and the Charity Governance Code our Trustees' roles are to:

- Support the Community Hub's purpose and vision, in line with its charitable objects
- Develop an understanding of the organisation's operating environment
- Advise on the organisation's vision, mission and strategy, reviewing and approving strategic plans prepared by the Chief Executive
- Monitor and evaluate operational activities and policies, ensuring that the organisation is effectively managed
- Provide strong financial oversight and risk management
- Act as an ambassador for the organisation, contributing to the development of its profile and using skills and networks to support its development
- Support the organisation's Chief Executive in delivering her role and responsibilities
- Ensure that the organisation models good governance, and regularly reviews its own governance

The Essential Trustee
6 Main Duties

About the trustee role

As a trustee, you will be a custodian of our Purpose and Values. With your fellow trustees you will actively oversee how our Strategy is actioned, ensuring assets and resources are used with good governance and to maximum effect. Your expertise will be vital in providing an external viewpoint to help the organisation maximise its potential, making a real difference to local people's lives.

The Board has delegated responsibility for the day-to-day management of the organisation to the Chief Executive, who is responsible for leading the staff team and for making and implementing operational decisions.

A two-page Charity Commission Guide, which sets out the Six Main Duties of a trustee and CC3 Trustee Guide, is appended to this pack.



Recruitment

We acknowledged that a lack of diversity can be a risk to good governance. Having a diverse group of people on boards, in terms of background and experience, but also in outlook and personality, helps charities make better decisions and at Back on the Map we embrace this ethos in our Trustee recruitment.

Roles

ROLE DESCRIPTIONS:

Chairperson

Vice-Chairperson

Treasurer

Non-Resident Trustee

Resident Trustee

Traders Representative Trustee

Enterprise Board Resident Representative Trustee

Finance & General Purposes Representative Trustee

Volunteer Committee Chair

Time Commitment

We have a minimum of four evening meetings per year with a joint Charity and Enterprise Board meeting annually. The annual schedule of dates is prepared in advance and circulated prior to the start of the financial year. Papers are sent electronically a week in advance giving Trustees and Directors to read and prepare in advance.

Person Specification

We are looking for trustees who will bring ambition, energy and enthusiasm to our Board, and who will contribute to the diversity of experience and thinking at Board level. Trustees will demonstrate:

- Commitment to the organisation and its aims and activities
- Positive outlook and effectively represent the organisation externally
- Willingness to devote the necessary time and effort
- Strategic vision and independent judgement
- Willingness to speak up, and to lead and participate in discussions, working creatively as part of an effective Board
- An understanding and acceptance of the legal duties, responsibilities and liabilities of trusteeship
- Ability to follow the seven principles of public life: selflessness, integrity, objectivity, accountability, openness, honesty and leadership
- A strong commitment to equity, diversity and inclusion

Resident Trustee Appointment

Usually, new resident Charity Board members progress and are appointed via our Volunteer Pathway;

1. Service User - Participating in BotM community service
2. Volunteer - Supporting in the delivery of group activities, drop-ins or front of house activities
3. Group Leader - Taking a leadership role in the planning and delivery of group activities, drop-ins, events or fundraising.
4. Volunteer Committee Representative - Acting as a representative of the wider volunteer team to express their views and ideas, co-production of services and influence decisions.
5. Trustee - Oversee how our Strategy is actioned, ensuring assets and resources are used with good governance and to maximum effect.

The Volunteer Pathway ensures they are familiar with our work, understand our approach to resident led, bottom up regeneration, are experienced volunteers having received training and support. It also provides a supportive environment for residents to progress at their own pace, steer the work of BotM and have an influencing role. Resident Trustees bring lived experience and local knowledge to our Board.

It is of the utmost importance that our Trustees reflect the communities that we serve and bring the skills and expertise such as lived experience and local knowledge in order for Back on the Map to respond effectively to the needs of our community.

Non-Resident Trustees Appointment

Whilst being resident led is central to Back on the map we recognise that diverse boards are better able to anticipate and manage risks, seize new opportunities, future proof their organisations and tackle difficult but necessary decisions. Therefore we actively seek Non-Resident Trustees who can bring new skills and expertise, people with finance, fundraising, charity governance, HR or legal skills are very welcome.

Recruitment of Non-Resident Trustees is undertaken via various methods including via our stakeholders, partners and funders and through local networks or sector infrastructure bodies.



Approval & Appointment

Approval Process - All Trustees

Where there is an enquiry regarding a Trustee vacancy the following pre-approval process;

1. Outline of Trustee role given
2. CV and background information on the person's commitment to the area, voluntary work, interests etc is gathered
3. Any potential conflicts of interest are identified
4. Potential new Trustee is discussed with the Chairperson then the Finance & General Purposes (F&GP)
5. F&GP agrees the person is a good fit and should be presented to full Board
6. Details of the person's background, skills and experience are presented to Board
7. Prospective Trustee would be invited to attend a meeting as an observer.
8. Board then decides whether to appoint
9. New Trustees are advised that all information they provide must be detailed and accurate
10. New Trustees are advised they cannot be confirmed/vote until stages below are fully completed
11. AP01 Appointment of New Director form is completed within 14 days of Board decision and filed with Companies House
12. Charity Commission Eligibility Declaration form is completed and submitted to Charity Commission website within 14 days
13. Declaration of Interest, Code of Practice & Willingness To Act forms are then completed
14. Trustee are given BotM email and Drive access

Terms of Appointment

This is a voluntary, unpaid role but all reasonable expenses for the cost of travel to meetings or events are paid.

Trustees are appointed initially for three years, renewable once upon a satisfactory performance.

A maximum of four, three year terms can be served if the work of the Board requires the continuation of the skill set

The first Board meeting is always an observation session for new trustees, to help them decide if the role is right for them and induction is provided following appointment

Then proposed at next meeting for appointment should the Board be happy to appoint and feel that the new Trustee will bring additional skills or fill a gap in the current membership.

All trustees must declare any interests likely to give rise to a conflict of interest between a trustee's duty to act solely in the interests of the Charity and any other interest (direct or indirect)

Attend meetings having read and digested the Board Papers. Where Trustees cannot attend they should submit their apologies to the CEO or Head of Finance. If a Trustee misses three consecutive meetings they will be asked to resign from the Board and their position as a Director.

You cannot nominate someone to attend in your place but may give your votes on recommendations and decisions by proxy to the CEO or Head of Finance in advance of the meeting.

Induction

Induction for new Trustees is essential to ensure good governance and covers three areas;

1. Trustee and Director roles and responsibilities
2. Specific Information about Back on the Map
3. Areas for personal development

Roles and Responsibilities

What is a Trustee?

Trustees are the people who share ultimate responsibility for governing a charity and ensuring it is effectively and properly run. They may be called trustees, the board, the management committee, governors, directors or something else.

Whatever they are called, trustees are the people who lead the charity and decide how it is run. Being a trustee means making decisions that will impact on people's lives. Depending on what the charity does, you will be making a difference to your local community or to society as a whole.

Trustees use their skills and experience to support their charities, helping them achieve their aims. Trustees also often learn new skills during their time on the board. Full role descriptions can be found in this Trustee Pack.

What are the Responsibilities of a Trustee?

There are 6 main duties which Trustees and Directors are responsible for;

Ensure your charity is carrying out its purposes for the public benefit

1. Comply with your charity's governing document and the law
2. Act in your charity's best interests
3. Manage your charity's resources responsibly
4. Act with reasonable care and skill
5. Ensure your charity is accountable

We also expect our Trustees to;

- Be 'accountable' to service users and the wider public
- Protect the Groups finances and property
- Support the people who work in the organisation
- Ensure efficient & effective governance
- Promote the interests of Back on the Map Group
- Represent Back on the Map Group positively

Making decisions as a Trustee

Trustees make decisions about their charity together, working as a team. Decisions don't usually need to be unanimous as long as the majority of trustees agree. When you and your fellow Trustees make decisions you should;

- Act within your powers
- Act in good faith, and only in the interests of your charity
- Make sure you are sufficiently informed, taking any advice you need
- Take account of all relevant factors you are aware of
- Ignore any irrelevant factors
- Deal with conflicts of interest and loyalty
- Make decisions that are within the range of decisions that a reasonable trustee body could make in the circumstances

What are the statutory duties of Company Directors?

In a charitable company, the Company Directors and the Trustees are the same people. The Companies Act 2006 sets out the following statutory duties of directors:

- Act within the company's powers
- Promote the success of the company
- Exercise independent judgement
- Exercise reasonable care, skill and diligence
- Avoid conflict of interest
- Not accept benefits from third parties
- Declare an interest in proposed/existing arrangements

About 'Trustee Liability'

- The Board of Trustees has overall responsibility
- It is a collective responsibility – all trustees share the responsibility
- There is some concern about the 'flip side' of responsibility – how liable are trustees for the work of the organisation?
- Reassurance! It is very unlikely any liability will arise if you:
 - Act reasonably
 - Take professional advice when necessary
 - Follow the requirements in your governing document and in the law
 - Regularly review practices like policies, procedures and insurance

What protection is there?

The Charity Commission say;

"If trustees act prudently, lawfully and in accordance with their governing document then any liabilities they incur as trustees can be met out of the charity's resources"

The Commission has powers to remove/excuse the liability of trustees in certain areas where they have acted 'reasonably and in good faith'. Indemnity insurance can cover the organisation for many liabilities, including for the acts of trustees themselves. Being a company limited by guarantee can cover the organisation for ordinary debts but best practice, taking advice, reviewing procedures, acting prudently, is the most effective.



Essential Documents

On appointment all Trustees and Directors will receive the following essential documents;

- Memes & Arts of the Charity
- Latest set of audited Group Accounts,
- Our most recent management accounts,
- Our annual budgets for the Group
- Access to all Group policies
- Access to minutes of previous meetings
- Charity Commission's 'Essential Trustee' guidance.
- CC3 Charity Commission What You Need to Know Guide

Induction Content

New Trustees will meet with the Chair & CEO and other key staff, over a few sessions for a Group induction. This induction covers the following information and background;

- BotM Journey, History & Context
- Organisation Structure
- Annual Meeting Schedule
- BotM Memorandum & Articles of Association
- Trustees roles and responsibilities
- Outlines the difference between the operational role of staff and strategic role of Trustees
- Policy overview
- Email and Drive
- Tour of BotM sites and introductions to staff

Your First Board meeting

The first Board meeting is always an observation session for new trustees, to help them decide if the role is right for them and induction is provided following appointment. The prospective Trustee is welcomed and invited to introduce themselves by the Chair, they should say what their previous involvement with the organisation has been, say what skills and experience they bring to the organisation and say why they would like to join the Board.

Your Second Board meeting

Should the Board agree that the candidate is suitable for to join, then they will be proposed at next meeting for appointment. The new Trustee joins the meeting and is welcomed officially as a Trustee by the Chair. Existing members of the committee should introduce themselves to the new person and describe briefly their involvement with the organisation.



Personal Development

Review meeting

There should be a review meeting planned following the second attendance, to allow the new Trustee to feedback. This usually take place four to six weeks after the meeting to identify specific skills or interests which the trustee could contribute to the organisation, ensure the new trustee is fully aware of the time, commitment and responsibilities involved and offer a review of support or training provided and any further support or training which may be necessary

Skills Audit

A skills audit should be undertaken to ascertain particular areas where some trustees feel additional advice, support, information or training would be beneficial to them fulfilling the role. Areas for development can then be addressed informally in house or if there are very specific topics then training could be bought in from an appropriate source.

Shadowing

As part of the induction new Trustees are given the opportunity to shadow an existing, experienced Board member. We encourage this so that the new Trustee has peer support and can have pre-meetings with their assigned fellow Trustee in order to build their effectiveness as a Trustee and abilities in a Board setting.

Trustees Week

Annually we shall showcase the work done by the Trustees and the difference they make.

£4.9m

ASSET PORTFOLIO

 87
HOUSES

Providing good quality, warm and secure homes for local families and stabilising neighbourhoods.

4  SHOPS on
Villette
Road

Back on the Map Homes, The Workshop and 2 shops let to a local trader and a social enterprise.

over 40,000
visits to our
services

over 200  volunteers

over 4500
residents
supported

£28,790
CRISIS FOOD &
FUEL FUNDS

DISTRIBUTED 



£1.3M House Purchase Fund Delivered

Celebrated for our achievement



National Charity Awards
Winner 2021



Locality Awards
Winner 2022



Third Sector Awards
Finalist 2021

www.backonthemap.org

Volunteer Trustee Handbook

Accreditations

