

Trustee Handbook

Age UK Barnet

Head office: Ann Owens Centre
Oak Lane
East Finchley
London N2 8LT

Phone: 020 8203 5040

**Main contacts
for trustees:** Helen Newman
(Chief Executive Officer)

Jenny Jean-Charles
(Later Life Planning Manager)

Dear Colleague,

Welcome to Age UK Barnet.

We are delighted that you are joining our charity as a trustee. This pack introduces the charity and includes details of:

- our work
- a brief history of the charity
- the structure of the charity
- the people involved and what they do
- what happens at Board meetings
- our links with other organisations
- our finance

We are (or will be) also sending you a copy of the following documents which we feel will help you understand the charity:

- our Memorandum and Articles of Association (our constitution)
- our latest annual report and audited financial statements
- our latest monthly management accounts (please treat these as strictly confidential)
- summaries of the role of the trustees and the particular roles of the honorary officers
- a booklet (CC3) published by the Charity Commission called *The Essential Trustee: What you need to know*

The text is also available on the Charity Commission's website: www.charity-commission.gov.uk/publications/cc3.asp

- a questionnaire for new trustees, a consent form to becoming a director and an application to become a member of the company – see section 4.

1 Our work

The purpose of our charity is to promote the welfare of older people in and around the London Borough of Barnet.

This is based on the objective set out in the Memorandum of Association, the part of our constitution which sets out our purpose and powers. (The other part of the constitution, the Articles of Association, mainly regulates how people become members and trustees and how meetings of the members and trustees are conducted.)

We currently provide the following services:

Later Life Planning – to support older people manage and plan for the challenges that ageing brings, whilst retaining independence, choice and control in their lives.

Our team of Later Life Planners provide information and advice on many subjects including advice on welfare and benefits, housing or support services as well as how to keep healthy and active.

The team is based at Age UK Barnet's offices but advisers also work out in the community to reach as many people as possible across the borough.

Handyperson Service – carries out small jobs so older people can live safely and independently in their own homes.

Wellbeing Services – Age UK Barnet works with a group of local and voluntary sector partners. Together they deliver and promote fitness, digital inclusion and social and other opportunities across the borough.

Falls Prevention – Age UK Barnet supports older people who have had a fall or who may be at risk of falling in a number of ways:

- improving strength and balance through tailored exercise
- raising awareness of ways to prevent falls eg medication and sight checks
- cross referral to other services such as nail cutting and handyperson.

Befriending – A vital link to the world for the isolated, vulnerable and lonely. Clients are matched with vetted and trained volunteers for regular home visits.

Digital Inclusion – We have one to one classes with student volunteers in sixth form colleges and schools as well as sessions with IT mentors in community centres and libraries.

Nail Cutting – A charged for service for clients who cannot manage this task themselves. It helps older people stay mobile.

Day Activity Services – these take place at the Ann Owens Centre and at Deborah Lodge in Edgware and provide opportunities for older people to socialise and have a hot meal as well as games and entertainment.

Health Promotion – encouraging healthier lifestyles through programmes including falls prevention, healthy eating and nutritious cooking. The Eat Well project offers dietary support and highly successful cookery courses for men.

We also encourage older people to work as volunteers for the charity in a variety of ways.

We are an independent charity, responsible for the running of our own affairs. We are also an 'Organisation' within Age UK England – a federation of similar organisations and groups throughout the country. For more information on what this means for our work see Section 8 but please note that we do not receive direct financial support from Age UK England other than for specific projects.

2 A brief history of the charity

Age UK Barnet can trace its history dating back to the late 1940s.

Hendon Old Peoples Welfare Association, Friern Barnet Voluntary Care for the Elderly and Finchley Old People Welfare all started to provide services for older people after the end of the Second World War. Hendon and Finchley took on the name of Age Concern in 1960 when the National Old Peoples Welfare Committee formally became Age Concern England.

In the late 1990s each of the three organisations (Finchley Age Concern, Friern Barnet Voluntary Care for the Elderly and Age Concern Borough of Barnet West) were independent charities, each running a day centre. In conjunction with Age Concern and the London Borough of Barnet Social Services Department they decided to come together as a borough-wide organisation.

In 1999 Age Concern Barnet was registered as a charity and a company limited by guarantee. All the staff in the three organisations transferred to the new company.

In 2002 the day centre Old Fire Station in Friern Barnet which had been started by FBVCE, closed down as the local authority sold the building for development. The service delivery was transferred to the Ann Owens Centre which had been opened in 1970 by Finchley Age Concern, with assistance from Finchley Charities and a fundraising effort.

In 2011 Age Concern Barnet changed its name to Age UK Barnet and entered into a partnership with the national organisation, Age UK, which was formed by the merger of Age Concern and Help the Aged. In the same year it merged with East Finchley Neighbourhood Contact.

In October 2013 AUKB gave up the tenancy on the Meritage Centre and transferred its office staff and registered office to the Ann Owens Centre. We continue to provide some activities at the Meritage Centre eg Tai Chi and other exercise classes.

Neighbourhood Provider Group

In April 2013 Age UK Barnet became the lead contractor for Neighbourhood Services in Barnet as the head of the Barnet Provider Group.

In April 2014 AUKB began providing the Later Life Planning Service under contract from LB Barnet. At the same time, the Handyperson Service became part of the Neighbourhood contract.

In April 2018, Age UK Barnet was successful in tendering for the new Neighbourhood Services contract, which incorporates Later Life Planning, Handyperson, Falls Prevention and Wellbeing services, including befriending. We continue to work with Provider Group members to deliver services as external partners.

3 The structure of the charity

Age UK Barnet is both a charity (registered with the Charity Commission) and a company limited by guarantee (registered under the Companies Acts).

Its governing body is the Board of trustees, who are the directors of the company. Some of the trustees are elected by the members of the charity and others are co-opted by the trustees themselves. More details regarding the trustees are given in Section 4.

The members of the company are individuals interested in its work. They mainly comprise people who were connected with the associated charities together with present and former volunteers. We hope to extend the membership more widely in future to build up a body of supporters throughout the Borough of Barnet.

The members meet once a year at an annual general meeting to approve the annual trustees' report and financial statements (accounts), appoint the auditors and elect some of the trustees. Other general meetings may be held if the need arises.

4 The people involved and what they do

The Board of trustees

The current trustees are:

Jonathan Fenton - Chair

Martin Benton - Treasurer

Catherine Loveday

Peter Falk

Dale Bevington

Lynette Webb

The Board is fortunate to be able to draw on a wide mix of skills including legal, accounting, psychological, care and social services, business and management consultancy.

Helen Newman is the Chief Executive Officer and Company Secretary of Age UK Barnet.

All the trustees are volunteers; they are not normally allowed to be paid for their services but can claim reimbursement of their expenses.

The Board has overall responsibility for the work and finances of the charity, It is the Charity which employs the staff and manages volunteers. As Age UK Barnet is a charity as well as a company, Board members are known as 'trustees', not 'directors'.

The Board must:

- carry out the purpose of the charity and promote the interests of older people
- take responsibility for the charity's funds and property and see that they are used to further the aims of the charity.

The Charity Commissioners state that trustees must also:

- act reasonably and prudently in all matters relating to the charity
- always bear in mind the interests of the charity
- not let their personal views or prejudices affect their conduct as trustees
- exercise the same degree of care in their dealing on behalf of the charity as would a reasonable person in the case of their own personal business affairs.

To do these things, the Board should:

- meet regularly with the staff to plan the charity's work in line with the charity's purpose
- see that the charity develops systems to manage its work and resources including finances, premises, volunteers and staff
- develop policies to guide everyday work
- monitor to check that work is on course
- see that the charity is meeting the changing needs of current and potential users
- see that the charity meets its legal responsibilities – not only under charity law and company law but also in such key areas as employment law, health and safety regulations, data protection and tax law.

Trustees must be aware of the need to tread very carefully if they have a potential conflict of interest, or even the appearance of one. A conflict of interest can arise not only over a trustee's personal affairs but also when Age UK Barnet's interests could clash with those of another organisation with which the trustee is involved, whether as a director, a trustee or a member.

Where there is a conflict, the trustee concerned must make sure that the other trustees are aware of it, should possibly withdraw from a Board meeting (or at least refrain from speaking) while the matter is being discussed, and should definitely not vote on it. In extreme cases, it may be necessary for the trustee to resign either from the Board of Age UK Barnet or from the other organisation. (Please see Appendix 8 for further guidance on this.)

Existing trustees have a responsibility to ensure that a new trustee is at least broadly aware of his or her responsibilities under charity and company law. The Charity Commission's booklet (CC3), *The Essential Trustee: What you need to know*, is an indispensable starting point and you are asked to familiarise yourself with it.

In addition, Age UK Barnet has drawn up a Skills audit/ questionnaire to highlight some important issues and you are requested to complete this and return it to the Company Secretary before attending your first Board meeting as a trustee. The same applies to two other forms accompanying this pack – one is a consent form to being a director of the company, which is required by company law, and the other is an application to become a member of the charity, which is necessary under the company's Articles of Association. If you have any questions regarding these documents, the Company Secretary will be pleased to help you.

Being a Board member thus brings real responsibilities but you are not expected to know how to cope fully with all these things when you start! Both Board members and staff learn about their roles by carrying out the work and discussing what is involved. Trustees are directors of Age UK Barnet which is a company limited by guarantee and are not individually trustees of the Charity. In normal circumstances, the directors of the Charity

would incur no personal liability. The Charity has in place a policy of directors and officers liability insurance to protect the directors and the Charity from third party claims, In additio, the Charity has in place professional indemnity insurance (for our information and advice services) and public liability insurance.

Information on all aspects of the Board's work will be available. Trustees are encouraged to ask questions, seek information, undergo training and request any other help they feel they need. Approach the Chairman, or the Chief Executive Officer as appropriate.

Honorary officers

Every year the Board elects honorary officers including a Chair and Honorary Treasurer (or 'Finance Director').

The Chairman has a key role, agrees the agenda with the Company Secretary and Chief Executive Officer, conducts meetings and ensures that the Board is working well.

The Honorary Treasurer takes a particular interest in the charity's finances. (However all Board members have collective responsibility for the proper financial management of the charity.) We are advised in this respect by an experienced finance manager and by our long standing auditors HW Fisher. The annual accounts of the Charity are subject to full audit.

The Chief Executive Officer

The Chief Executive Officer, Helen Newman, is a long standing employee of the charity and is responsible (with the senior management team) for the day to day running of the charity. This includes:

- seeing that the Board receives the information needed to carry out its duties
- seeing that policy decisions are carried out
- managing the other staff and volunteers
- liaising closely with the Chairman.

Other staff

Age UK Barnet employs 34 staff (many of whom work part-time) in addition to the Chief Executive Officer.

Volunteers

Age UK Barnet has over 180 volunteers who assist the Trustees and staff in providing services.

The Company Secretary

The Company Secretary is responsible for the charity's compliance with charity and company law.

People who use our services

All older people, aged 55 and over, in Barnet are potential users of our services.

Around 1000 people use these every month. We consult clients regularly to make sure that we are addressing their needs.

5 What happens at Board meetings?

The Board of trustees currently meets every one or two months – usually at the Ann Owens Centre, Oak Lane, N2 8LT.

Besides the trustees, the meetings may be attended by the representatives of supporting bodies, especially the London Borough of Barnet, but these representatives cannot vote.

Papers are sent in good time before the meeting to those entitled to attend. The papers include an agenda, the latest monthly management accounts (showing the charity's financial position at the latest practicable date before the meeting – see Section 7) and other summary and position papers with relevant background information and where relevant external professional advice. This is all designed to ensure that the Trustees have all the information they need to make an informed decision making and monitor progress. Trustees are expected to attend Board meetings to fulfill their legal duties and to have some active engagement and interest in the work of the Charity so far as appropriate to their interest and expertise. The Board does not have standing committees but working groups are formed from time to time (as ad hoc sub committees of the Board) to deal with particular issues eg consideration of the Annual Report and Accounts and Fund Raising).

Day to day operational management is delegated by the Board to the Chief Executive and the Charity's senior management team under detailed terms of delegation which require reference back to the Board for approval on a range of key issues.

The Board has agreed suitable working arrangements with the Chief Executive for her reporting to the Board against the Charity's operational and strategic objectives.

At each meeting, minutes (a record of the decisions reached) are taken.-At the following meeting, the Board is asked to confirm that the minutes are a correct record.

The Trustees always aim to work by consensus and it is very rarely necessary to have a formal vote by the trustees in order to reach a decision.

Copies of the strategic plan of the Charity and of our supporting plan in relation to fund raising are available on request.

6 Our links with other organisations

In our work we have contact with many other organisations. These are some of the most important:

- London Borough of Barnet
- Barnet Clinical Commissioning Group
- Age UK – see Section 8
- Barnet Carers' Hub
- Advice in Barnet
- Barnet Healthwatch
- Age UK London
- Age UKs in north and west London.

7 Our finances

Expenditure

Our biggest single item of expenditure is staff costs which includes salaries and, employer's National Insurance contributions. In 2017/18, staff costs constituted just over 60% of our total expenditure.

Also, we have to pay rent and the other running costs of our day centre premises, run and maintain minibuses for bringing users to the day centres, pay the costs of running an office, pay instructors for our keep-fit classes and so on.

Income

The London Borough of Barnet is our principal source of income. Other public bodies and charitable trusts also give us contracts or grants to finance other specific projects.

Other income is derived from charges to the users of our services, commission on the sale of Age UK insurance products, donations and the short-term investment of funds not immediately required.

Reserves

Age UK Barnet started off in 1999 with no reserves. Since then, it has succeeded in building up reserves (by not spending all its income) and now has enough (apart from unspent grants given to us for specific purposes) to cover those liabilities which would have to be met were it to cease operations and also to finance three months' principal activities in case the payments from the funding bodies were to be delayed or reduced.

Accounts

We have two forms of accounts: monthly and annual.

Each month, the trustees receive 'management accounts' covering the period from 1 April to the latest practicable month-end before the trustees' meeting. The management accounts show the income and expenditure for each of our activities and a balance sheet showing our assets and liabilities. All these are compared with a budget approved by the Board at the beginning of the financial year and with the figures for the previous financial year. In the second half of the financial year, there is also usually a projection of what the figures for the whole of the current year are expected to be and a projected balance sheet for the end of the year. A brief commentary draws attention each month to the most significant differences ('variances') between the budgeted and actual figures.

Every year, the trustees approve a formal annual report and financial statements covering the period from 1 April to 31 March ('financial statements' means 'accounts' in every-day language). The figures in the financial statements are drawn from exactly the same accounting records as those in the management accounts for the full twelve months but are arranged in the format required by the Charity Commission. This format calls for our total income and expenditure to be shown rather than detailed figures, budgets and variances for each activity but we have to separate 'restricted funds' – money given to us for specified purposes which cannot be used elsewhere – from other funds.

8 The Age UK Federation of Charities:

In 2010 Age Concern merged with Help the Aged to form Age UK. There are [165] Local Age UKs around the UK, each of which is an independent charity and each of which is normally responsible for the delivery of charitable services and projects in a particular County or City or metropolitan Borough. Age UK Barnet is one of these charities and is responsible for the provision of services for the elderly in the London Borough of Barnet. All Local Age UKs including Age UK Barnet are affiliated to Age UK National (the national charity of Age UK) under a "Brand Partnership Agreement". Under this Agreement, AUKB receives some financial and practical support from Age UK National and gives undertakings as regards our use of the "Age UK" branding. Various mutual regulatory and governance issues are also addressed eg as regards the standards within which Local Age UK will operate.

Appendices:

1. Articles of Association and Memorandum of agreement.
2. Latest audited accounts
3. Trustee Application Form
4. Trustee disclosure form.
5. Consent to act as a director form.
6. Application form to be a member of the company.

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7. Trustee Skills audit
8. Trustee Information pack
9. Conflict of Interest guidance
10. Age UK Barnet Staff Handbook.