

## Information pack: Trustee Recruitment 2018

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## **About Age UK Southampton**

### **Our vision:**

For Southampton to be a city in which people in later life flourish.

### **Our mission:**

To provide services and activities that promote and the well being, independence and quality of life of older people living in Southampton

### **Our values:**

In all our activities, we seek to be:

- Courteous and respectful
- Focused on individuals
- Professional and efficient
- Creative and collaborative

### **Our main objectives:**

- To provide support and services to all older people, and those who care for them, living in the City of Southampton
- To reduce isolation, poverty and health inequalities
- To promote positive ageing and independence by encouraging and supporting active and healthy lifestyles.
- To inform people of their rights and choices

### **Our services:**

Age UK Southampton offers a range of services to support older people across the city. We work to reduce isolation, poverty and ill health, whilst promoting independence and an active life style. We are actively developing new ways of working in order to offer more tailored, integrated services that meet people's needs and expectations during their journey through old age. This will include some paid-for services and income generating partnerships, for example, with the NHS and Southampton City Council's Adult Social Care Services.

## **Message from the Chair of the Board of Trustees**

*I am delighted that you are interested in joining Age UK Southampton as a trustee. This is an exciting time for us offering great opportunities.*

*Southampton is a diverse, steadily growing modern city with some major employers, exciting new buildings and a promising future. At the same time, it faces considerable challenges. It is densely packed, with higher population concentrations than most other south coast cities (except Portsmouth), and has much older, poorly insulated housing.*

*It also has pockets of considerable poverty, especially in the centre of the City. Official estimates of levels of deprivation across England's local authorities put Southampton in the top quarter of most deprived areas. The City also has wide variations in the quality of health and life expectancy of its residents, the broad picture often masking communities experiencing a poor quality of life.*

*Our over-65s population is growing rapidly; between 2015 and 2021 it is projected to increase by 15%, including significant numbers of older carers.*

*Our challenge is to deliver a range of services for local older people that are innovative and commercially sound, and at the same time meet the changing needs of a growing and ageing population*

*Age UK Southampton really values the diversity of ideas and skills that Trustees can bring. We need people who can challenge constructively, who are willing to learn and who want to drive our vision and mission forward.*

**Ron Staker**  
**Chair of Trustees**

## Background to the role

Our Trustees work with the Chief Officer to take overall responsibility for everything that Age UK Southampton does, acting collectively and effectively in its interests by giving strategic direction, and determining and safeguarding our mission and vision.

They take decisions required for its proper control and management, ensuring compliance, good governance and adequate financial resources for our activities, and protect our assets and property. They also ensure we manage risks prudently, act as a responsible employer, and uphold the principles of equality and diversity.

The Board of Age UK Southampton currently comprises 6 members with a skill base including: health and social care, disability, strategic planning, finance, and business / commercial.

During 2014/15, the Board worked closely with the Chief Officer to redesign the way the charity works in order to meet some significant challenges. These include finding adequate funding to run our business, in the face steadily reducing grant-funding by local authorities.

We are keen to align ourselves more closely with new government policies to join up health and social care services through the Better Care Fund, and to seize new opportunities to work more closely with local statutory partners to provide 'wrap around' services to our older citizens.

In this rapidly changing environment, the Board has worked hard to pinpoint priorities, develop a clear strategic focus and fulfil its oversight function effectively.

Over the last two years we have changed how we deliver services to become more person-centred and less service-focused, and invested in new staff roles. By developing new paid-for services, we plan to extend service reach and at the same time create a sustainable business model.

We are now actively seeking new Trustees for our Board, with a particular interest in the following skill areas:

- Commercial / business development skills
- Experience of income generation and fundraising
- Experience with legal and HR issues
- An ability to influence and create relationships with key stakeholders in Health and Adult Social Care

New Trustees will be joining a Board with energy and expertise in many areas, who work with and support the Charity's Senior Management Team to achieve the growth and sustainability required to meet the needs of our increasing older population.

## Time commitment

The position of Board Member is voluntary and unpaid; however, reasonable out-of-pocket expenses will be paid.

Board members are expected to attend 6 bi-monthly meetings a year, which last three hours and are currently held during the day, however, our pattern of meetings is under review and may change. In addition, the Board hold at least one annual trustee training day, and an annual strategic planning event; trustees occasionally act as advisors to staff leads on specific projects related to their areas of special expertise, and represent our charity at events and meetings.

In return we offer a full induction, and the opportunity to work with a talented trustee and staff team to build a portfolio of high-quality, relevant services that improve the lives of Southampton's older people.

Please note: If you are interested but do not currently have the time required to commit to regular volunteering or full trusteeship, you may wish to consider our Associates Scheme - further details plus information on how to apply are given at the end of this pack.

## **Role description**

**In broad terms, the five key responsibilities for AUKS trustees are:**

1. To ensure that the charity has a clear vision, mission and strategic direction and is focused on achieving these
2. Being responsible, with the chief executive and other trustees, for the charity's performance and culture
3. Ensuring the charity complies with all legal and regulatory requirements:
4. Acting as guardians of the charity's assets by taking due care of their security and proper use:
5. Ensuring that the charity's governance is of the highest possible standard:

**These are laid out below with indicative activities.**

### **1. To work with other trustees, the chief executive and other senior staff to ensure that:**

- The charity has a clear vision, mission and strategic plan agreed by the Board, and trustees and staff share a common understanding of these
- The business, operational and other plans support the vision, mission and strategic priorities
- Decision-making by the Board and staff reinforce the vision, mission and strategic priorities
- The chief executive's annual objectives and longer-term targets support the achievement of the vision, mission and strategic priorities
- Board policies support the vision, mission and strategic priorities
- There are effective mechanisms in place to:
  - Listen to the views of current and future beneficiaries
  - Systematically review the external environment for changes that might affect the charity
  - Regularly take stock of the needs met by the charity's services
  - Regularly review its strategic plans and priorities

### **2. Being responsible, with the chief executive and other trustees, for the charity's performance and culture by:**

- Agreeing objective measures for the charity's progress in relation to its vision, mission and priorities
- Commissioning regular reports on the charity's performance, including from the chief executive
- Helping articulate the charity's values and ensuring these are expressed and reflected in all its work
- Ensuring clients' views on the charity's effectiveness are regularly gathered and considered by the Board
- Appointing the chief executive, setting his/her terms and conditions and investing in the his/her ongoing professional development
- Holding the chief executive to account for the management and administration of the charity
- Giving the chief executive regular, constructive feedback on his/her performance in managing the charity and in meeting his/her objectives and targets
- Helping develop a learning organisation in which all staff and volunteers regularly receive feedback
- Agreeing and reviewing Board policies
- Ensuring clients, beneficiaries, employees, volunteers, other individuals, groups or organisations can bring to trustees' attention any activities that threaten the probity of the charity

### **3. Ensuring the charity complies with all legal and regulatory requirements:**

- To be aware of legal, regulatory and statutory requirements and ensure that the charity complies with these
- To ensure the charity complies with its rules and constitution, reviewing them regularly
- To agree any levels of delegated authority and reporting lines, and ensure these are recorded (e.g. in minutes, terms of reference for board committees and sub-committees, role descriptions for honorary officers, trustees and key staff, etc)
- To ensure that the responsibilities delegated to the chief executive are clearly expressed and understood, and directions given to him/her come from the Board as a whole

### **4. Acting as guardians of the charity's assets by taking due care of their security and proper use:**

- To ensure the charity has sound procedures for safe-guarding all monies, properties and other assets
- To ensure that monies are invested to the charity's maximum benefit, within the constraints of the law and ethical and other policies laid down by the Board
- To ensure that any major risks to the charity are reviewed annually, along with mitigation systems
- To ensure that the income and property of the charity is applied only for the purposes set out in its governing document, and with complete fairness between persons who are qualified to benefit
- To act reasonably and prudently in all matters relating to the charity and always to act in its interests
- To be accountable for the charity's solvency, continuing effectiveness and preservation of its endowments

- To exercise effective overall control of the charity's financial affairs
- To ensure that the way in which the charity is administered is not open to abuse
- To ensure control systems are rigorous, regularly evaluated and improved in the light of experience
- To ensure that intangible assets (e.g. organisational knowledge and expertise, intellectual property, the charity's good name and reputation, etc) are properly valued, utilised and safeguarded
- If the charity owns land, to monitor its condition, boundaries and use, and to ensure that any permanent land endowment is preserved and invested to produce a good income while safeguarding its capital
- To ensure that all income due to the charity is received and that all tax benefits/ rating relief due are claimed

#### 5. Ensuring that the charity's governance is of the highest possible standard:

- To ensure the charity's governance structure is appropriate to a charity of its size/complexity, stage of development, and charitable objects, and that it enables the trustees to fulfil their responsibilities
- To reflect annually on the board's performance and your own performance as a trustee
- To ensure that the Board has the skills required to govern the charity well, and has access to relevant external professional advice and expertise
- To ensure that there is a systematic, open and fair procedure for the recruitment or co-option of trustees
- To put in place clear succession plans for the chair and chief executive
- To participate in individual and collective development and training of trustees as appropriate
- To abide by the code of conduct for trustees
- To ensure that major decisions and Board policies are made by the trustees acting collectively

#### **NB Under English law, statutory duties for all trustees are as follows:**

- Duty of trust
- Duty to comply with the charity's Constitution
- Duty to act in the best interests of the charity's present and future beneficiaries
- Duty to avoid conflicts of interest
- Duty to safeguard the charity's assets

### **Age UK Southampton Associates**

Age UK Southampton's Board also runs an Associates Scheme which may interest. Associates form a valued part of our volunteer support base, sharing their knowledge and offering us expert guidance in specific areas on an occasional pro bono basis.

The scheme allows us to continue to benefit from the advice of former trustees, and attract local people who would like a taste of charity advisory work but do not have the time to commit to regular volunteering or full trusteeship.

#### **How to apply**

If you feel you could help us meet the challenges of the future as a member of our Board, please download and complete our trustee application form at [www.ageuk.org.uk/southampton/get-involved/volunteer](http://www.ageuk.org.uk/southampton/get-involved/volunteer) and return to:

Peter Bennie, Chief Officer,  
Age UK Southampton,  
Freemantle & Shirley Community Centre  
Randolph Street  
Southampton SO15 3HE

Or email: [peter.bennie@ageuksouthampton.org.uk](mailto:peter.bennie@ageuksouthampton.org.uk)

Alternatively, if you are interested in becoming joining our **Associates Scheme**, please email or write to Peter with brief information about why you what like to join the scheme, and the skills and experience you could bring to an occasional advisory role for us.

Southampton Age UK welcomes applications regardless of gender, age, ethnic background, disability, sexuality or religions.