



In this section you will find information about:

- role and responsibilities of the Board of Trustees
- Board Member expectations
what you should expect of us, and what we will expect of you
- role and responsibilities of trustees
- knowledge, skills, experience and other qualities
- terms and conditions of appointment

Role and responsibilities of the Board of Trustees

The role of the Board of Trustees is to provide effective governance and strategic leadership of Friends of Loch Lomond & The Trossachs. Trustees hold a position of responsibility and trust. It is important that people appointed to serve on the Board are aware of what the position involves and are adequately informed to do the job properly.

Friends of Loch Lomond & The Trossachs staff handle the day-to-day management and work of the organisation. The Board of Trustees has responsibility for the overall governance and direction of Friends of Loch Lomond & The Trossachs.

Collectively the role of the Board is to:

- safeguard the good name and values of Friends of Loch Lomond & The Trossachs
- provide strategic leadership
- ensure that Friends of Loch Lomond & The Trossachs complies with company, charity, employment and health & safety law
- ensure that it pursues its charitable objectives as defined in the Memorandum of Association
- ensure that its resources are applied exclusively in pursuance of its objectives
- ensure the continuing relevance of its mission and objectives
- approve policies, plans and budgets to achieve those objectives, and monitor performance against them
- set and maintain frameworks of delegation, internal control and risk management
- ensure the effective and efficient administration and management of the organisation
- appoint the Director and monitor his/her performance
- ensure the financial viability of the charity, its stability and good performance
- protect and manage Friends of Loch Lomond & The Trossachs' assets

Board Member expectations

What should you expect of Friends of Loch Lomond & The Trossachs?

- a comprehensive induction process on joining the Board to understand the organisation, its objectives and to gain insight into the operating environment and likely future issues and opportunities
- Board papers to be circulated at least a week in advance of Board meetings – papers include information on operational progress, financial results, major new developments and projects and risk management
- a participative and open style of Board meeting in which all are encouraged to contribute and are listened to
- free access to the Chair and Director to deal with any matters relating to Board membership or the organisation
- opportunities to become involved in the organisation through attendance at Friends of Loch Lomond & The Trossachs conferences, seminars and study tours
- a commitment to continuously seek to improve and positively evolve the organisation as a whole, as well as the Board and its operation

What will Friends of Loch Lomond & The Trossachs expect of you?

- a reasonably time commitment – the Board meets six times per year in February, April, June, August, October and December. Trustees are expected to attend these meetings as well as the Annual General Meeting which is held in May. Occasional Board working groups or sub-groups are established from time to time to deal with specific issues and it is expected that trustees will be prepared to serve on these
- read the Board papers and other materials sent to you to enable you to make effective contributions at Board meetings and to the work of Friends of Loch Lomond & The Trossachs
- be an ambassador for Friends of Loch Lomond & The Trossachs
- understanding of what Friends of Loch Lomond & The Trossachs does and why – to be an effective ambassador you need to know who we work with and what we do
- network with your professional community and contacts – as part of being an ambassador ensure that people you know are aware of Friends of Loch Lomond & The Trossachs and informed about its work
- a commitment to the aims and work of Friends of Loch Lomond & The Trossachs
- a personal commitment to taking the responsibilities of corporate governance seriously
- a willingness to positively represent the organisation at internal and external events

Role and responsibilities of Trustees

Role purpose: *provide effective governance and leadership of Friends of Loch Lomond & The Trossachs*

1. Governance role

Trustees contribute to the effective governance of Friends of Loch Lomond & The Trossachs

- attending regular board meetings and making effective contributions
- using any specific knowledge or experience to help the Board reach sound decisions; this involves scrutinising board papers, leading discussions, focusing on key issues and providing advice and guidance
- monitoring and reviewing progress against the Business Plan
- agreeing budgets and monitoring the financial position
- ensuring that charity and board complies with law and good practice and that all regulatory and statutory requirements are met
- respect boundaries between executive and governance functions

2. Leadership role

Collectively the Trustees provide strategic leadership for Friends of Loch Lomond & The Trossachs

- contribute to reviewing the values and mission of Friends of Loch Lomond & The Trossachs
- bring insight, inspiration, judgement and perspective to contribute to the development of long term strategy and business plans
- ensure that the board monitors and responds to changes in the operating environment
- understand the importance of managing risk and limiting the organisation's exposure to significant risks

3. Representative role

Trustees act as ambassadors and champions for Friends of Loch Lomond & The Trossachs

- accompany the Chair and/or Director in meetings with Scottish Government, national agencies and other organisations
- attend or represent Friends of Loch Lomond & The Trossachs at meetings, events, conferences and tours involving members, partners and funders

4. Responsibilities

See also the role and responsibilities of the Board of Trustees

- be committed to the purpose, objectives and values of Friends of Loch Lomond & The Trossachs
- act in a manner consistent with Friends of Loch Lomond & The Trossachs' values and mission
- fulfil all legal responsibilities as a Trustee of Friends of Loch Lomond & The Trossachs
- act in the best interest of Friends of Loch Lomond & The Trossachs at all times

Knowledge, skills, experience and other qualities

We are looking for Trustees who will bring their own individual range of knowledge, skills and experience to contribute to the overall richness of the Board. It is unlikely that any individual Trustee will have all of the skills and experiences that the Board collectively requires.

Clearly specific **professional skills** are valuable on the Board and Friends of Loch Lomond & The Trossachs has identified the following list of essential skills required by the Board as a whole:

- strategic planning
- corporate governance
- performance management and evaluation
- partnership working
- political awareness
- financial management
- project management
- PR/marketing/communications
- fundraising

Across the Board we are looking for **professional or voluntary experience** in:

- planning
- architecture (landscape or built environment)
- natural heritage/countryside management
- education
- energy
- tourism
- access and recreation
- housing
- culture
- forestry
- water resource

and for experience of working in:

- public sector (national or local)
- private sector
- social enterprise
- third sector

As well as specific skills, a Trustee should also have certain **qualities** that make them suitable for holding the position of Friends of Loch Lomond & The Trossachs Trustee. The Nolan Committee identified seven principles of public life that should guide public figures:

selflessness | openness | integrity | honesty | objectivity | leadership | accountability

These are embedding in our code of corporate governance.

Trustees must also have qualities that enable to Board to work as a team in a consensual way:

*sense of leadership | sense of duty | ability to exercise judgement | prepared to work collectively
ability to be open minded when seeking solutions | ability to balance tact with candour*

Terms and conditions of appointment

Trustees shall hold office for a period not exceeding three years, unless a further invitation is made by the Board.

Requirements of Trustees:

- be committed to the purpose, objectives and values of Friends of Loch Lomond & The Trossachs
- willingness to devote necessary time and effort
- strategic vision
- good independent judgement
- willingness to speak your mind
- willingness to listen to other views and perspectives
- understand and accept legal duties, responsibilities and liabilities of being and trustee and company Trustee
- be eligible for service as a charity trustee
- be able to maintain confidentiality on sensitive and confidential information
- understand the importance of purpose of meetings, and be committed to preparing for them adequately and attending regularly
- be able to analyse information and, when necessary, challenge constructively
- be able to respect the boundaries between executive and governance functions
- be able to work in a team

The time commitment for the role is around eight days per year.

This is an unsalaried position. Expenses are paid in accordance with Friends of Loch Lomond & The Trossachs travel and subsistence policy.

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