

National Trust for Scotland – Trustee Role Description

Introduction

The Board of Trustees of the National Trust for Scotland is responsible for the governance of the Trust's activities and the achievement of its charitable purpose; to promote the conservation, access and enjoyment of Scotland's places of historic interest or natural beauty. The Board of Trustees is responsible for the strategic leadership and governance of the Trust rather than the day-to-day operations or practical delivery of the Trust's strategy.

It is important that the Board of Trustees reflects the diversity of the Trust's activities. This is achieved by drawing upon the wide-ranging backgrounds of the 10 elected Trustees and complementing those with 4 carefully selected co-opted Trustees to achieve, as far as possible, a well-balanced, appropriately skilled, and diverse Board.

The expected time commitment of the post is at least 10 Board days per year in addition to preparation and travel time. The Trustee may also become and be willing to get involved in Board committees, ad hoc assignments, fundraising activities, or other local engagement events on behalf of the Trust.

It is the responsibility of the Board of Trustees (and each individual member) to discharge the duties imposed by the Trust's governing Acts of Parliament and all other applicable laws affecting the Trust including those imposing fiduciary duties on charity trustees for the stewardship of the Trust's charitable assets.

Overall responsibility

To provide strategic direction and guidance for the National Trust for Scotland by:

- a) Developing and setting the strategy to ensure the Trust achieves our charitable purpose, now and in the future;
- b) Ensuring that the Trust carries out its operations in a financially prudent and sustainable manner;
- c) Promoting a culture of safety and wellbeing throughout the Trust and its activities;
- d) Ensuring that the charity's governance is of the highest possible standard, and the Trust's actions are in line with both our governing Acts of Parliament and charity law requirements;
- e) Ensuring that the Trust complies with all legal and regulatory requirements;
- f) Monitoring performance of the charity to ensure the Trust meets strategic objectives whilst using charity resources responsibly;
- g) Working with your co-trustees to make balanced and adequately informed decisions, thinking about the long term as well as the short-term impacts on our charitable purpose;

- h) Acting as the guardians of the charity's assets, both tangible and intangible, taking all due care over their security, deployment and proper application; and
- i) Acting at all times in accordance with the Board of Trustees' Code of Good Governance (see Appendix) and taking collective responsibility and accountability for the Trust's overall strategy, performance, management of risk and delivery of charitable purpose in an ethical manner.

PERSON SPECIFICATION

The qualities, specific skills and experiences to be found in the successful candidate:

(A) Essential Qualities

- a) A passion for the cause of the Trust
- b) High-level leadership experience (including leadership of people and responsibility for safety)
- c) Demonstrable experience in one of the Essential Skills pre-determined by the Board of Trustees for any particular election

(B) Specific Skills and Experience

A candidate must be able to demonstrate that they can fulfil one of the following skills or experiences categories:

- i. Historic Buildings Conservation and Contemporary Design
- ii. A commitment to the Trust and our work

Appendix – Code of Good Governance for Trustees

The National Trust for Scotland

Board of Trustees Code of Good Governance

Preamble

The National Trust for Scotland has a reputation for high standards of conduct and probity. The role of the Board of Trustees is crucial to the implementation of the Trust's charitable purposes. The Board of Trustees ensures the direction, effectiveness, supervision, and accountability of the organisation. To achieve these objectives the Trustees agree that they must adhere to principles of good governance. In order to ensure the effectiveness, efficiency, and discipline of the Board of Trustees, the Trustees have adopted this Code of Good Governance. This Code of Good Governance provides Trustees with guidelines for the conduct of their work for the organisation.

Principle 1: Understanding the Role of the Board of Trustees

The Board of Trustees shall understand its role and responsibilities. In particular, the Trustees shall:

- accept responsibility for the strategic management of the Trust;
- understand the core purpose and vision of the Trust;
- have a full knowledge of their legal duties as charity trustees;
- understand the provisions of the Trust's constitutional documents and charitable purposes;
- have a full knowledge of the governance and managerial structures of the Trust;
- understand the respective roles of Trustees and the Senior Management Team; and
- provide effective support to staff and volunteers.

Principle 2: Ensuring the Delivery of Objectives

The Board of Trustees shall ensure that the Trust delivers its strategic objectives. In particular, it shall do so by:

- developing a core purpose and vision for the Trust;
- establishing a long term strategy for the Trust;
- requiring plans and budgets for appropriate timescales;
- monitoring progress and spending against plans and budgets;
- evaluating and assessing the results of the Trust's work;
- reviewing and /or amending plans to take account of those results;
- securing and safeguarding the Trust's funds and assets; and
- accepting responsibility for directing the strategic affairs of the Trust.

Principle 3: The Effective Board of Trustees

The Board of Trustees shall ensure that high performance is achieved in the discharge of its duties. In particular, the Trustees shall:

- establish clear lines of reporting and responsibility;
- ensure compliance with all legal and regulatory requirements;
- ensure effective control of the Trust, its operations, and its assets;
- ensure that the Trust maintains proper internal financial and management controls;
- identify key risks affecting the Trust and ensure that they are effectively managed;
- observe financial discipline within the Trust;
- delegate the exercise of functions where practicable and monitor the exercise of those delegated functions; and
- play an active and positive role in the work of the Trust.

Principle 4: Review and Renewal of the Board of Trustees

The Board of Trustees shall ensure that its membership and activities are reviewed and renewed. In particular, the Trustees shall:

- implement a system for the periodic review and appraisal of its own performance and the performance of its members;
- develop a strategy for renewal of the membership of the Board of Trustees; and
- provide opportunities for Trustee training and development.

Principle 5: Openness and Accountability:

The Board of Trustees shall ensure that its work is carried out in as open and transparent a fashion as practicable demonstrating accountability to the Trust's key stakeholders. In particular, the Trustees shall:

- ensure that as open communication as practicable is exercised in the discharge of its duties;
- undertake appropriate consultations and communication on significant changes to Trust strategy and policies;
- ensure a process is in place to handle complaints constructively, impartially and effectively;
- communicate the Trust's performance effectively; and
- consider the Trust's responsibilities to the wider community.

Principle 6: Collective Responsibility

The Board of Trustees shall accept and observe the principles of collective responsibility. In particular, the Trustees shall:

- allow and engage in the open debate of issues at meetings;
- recognise the confidentiality of the Board of Trustees' discussions;
- seek to reach agreement by consensus wherever possible;
- work effectively together as a team; and
- accept, respect, and support the collective decisions of the Board of Trustees.

Principle 7: High Ethical Standards:

The Board of Trustees shall observe at all times high ethical standards in the discharge of its duties. In particular, the Trustees shall:

- safeguard and promote the Trust's reputation;
- identify, disclose, and manage conflicts of interest;
- not use their positions or any confidential information to promote their own interests or the interests of anyone connected to them;
- maintain independence of decision making;
- take decisions selflessly and act, at all times, in good faith and in the best interests of the Trust;
- recognise and implement their legal duty of care to the Trust;
- comply with the policies of the Trust established to avoid bribery and corruption;
- observe the confidentiality of the Trust's confidential information and avoid the misuse of such information (both during and after the term of their appointments); and
- treat staff, volunteers, and other Trustees with courtesy and respect at all times.