

# Scottish Wildlife Trust

Co-opted trustee



© Mark Hamblin, 2020VISION

Application Information

## Welcome from Chair of Council

Thank you for considering being co-opted to Council. It is important that the Scottish Wildlife Trust continues to be governed and supported by a strong, diverse group of people, drawn widely from Scotland, so we very much welcome your interest. Governance is primarily concerned with the strategy, finances and processes of the organisation so we particularly need people with relevant skills to apply. We also look to Council members to have a strong commitment to the wildlife and natural environment of Scotland.

This is an exciting time for the Trust as we look to ensure our wildlife and natural environment are protected and enhanced, working with Scotland's people and communities. We need people with ideas and relevant expertise to step forward.

I hope you find this pack useful and stimulating and thank you again for your interest.

**Linda Rosborough**, October 2020



## Introduction to the Scottish Wildlife Trust

The Scottish Wildlife Trust is Scotland's leading nature conservation charity. Our vision is for a network of healthy, resilient ecosystems supporting Scotland's wildlife and people. We achieve this through working tirelessly towards a Scotland which fully values and benefits from nature, underpinned by healthy ecosystems, protected places and thriving species.

The Scottish Wildlife Trust is a vibrant, impact-focused organisation which works with its members, partners and supporters to protect and restore Scotland's wildlife. We champion the importance of nature and the natural world, we demonstrate best practice on the ground through projects and wildlife reserve management, and we seek to inspire others to join us in achieving our vision.

Simply put, we are a committed and passionate group, seeking to inspire others to take action through an array of inspiring projects, spectacular wildlife reserves, campaigns, advocacy work, education and outreach activities.

Our Trust now has over 40,000 members. Staff and members work closely together with a wide range of partners and supporters in pursuit of our vision. Our staff are supported by over 1,000 volunteers, who deliver a huge range of tasks from wildlife reserve management, species protection, surveying and recording to the running of events and children's Wildlife Watch groups.





© Mark Hamblin, 2020VISION

## Governance and structure

The Trust is a company limited by guarantee and without share capital, as well as a registered charity (Scottish charity number SCO005792). The Trust is led by a board of directors, known as Council, comprising between 8 and 14 members and the Chair. Ten members are elected and four members are co-opted. Council members have a breadth of skills and experience and are central to the delivery of the Trust's governance through the provision of strategic leadership and oversight.

A scheme of delegation exists which outlines how Council delegates delivery of the Trust's plans and strategies to the Executive. The Chief Executive is accountable to Council for the efficient management of the Trust and for the implementation of Council-agreed policies and the Five Year Plan. The Chief Executive is assisted in this task by the Directors of the three departments: Finance and Resources, Conservation, and External Affairs. The Trust currently employs around 100 staff.

The Trust depends upon financial support from membership subscriptions, donations and legacies. It is also supported by players of People's Postcode Lottery, and receives grant income from a range of organisations including NatureScot and the National Lottery Heritage Fund.

The Scottish Wildlife Trust is a member of the Royal Society of Wildlife Trusts which operates as an umbrella body for 46 individual Wildlife Trusts, covering the whole of the UK, the Isle of Man and Alderney. The Wildlife Trusts manage around 2,300 nature reserves. The Royal Society of Wildlife Trusts helps to co-ordinate the Trusts' activities and campaigning for wildlife at a UK level.

## Conservation

Back in 2014, at the end of its 50<sup>th</sup> anniversary celebrations, the Trust launched a publication called *50 for the Future*. This sets down 50 things that we believe need to happen in the next 50 years if we are to fully protect and restore Scotland's natural environment for future generations. It is meant to stimulate thought and debate, but moreover to catalyse action for wildlife.

With around 120 wildlife reserves, the Trust is committed to the protection and restoration of species, habitats and ecosystems. Our practical wildlife management ensures over 90% of important natural features on our reserves are in a healthy condition. Our knowledge and evidence team also collect data and track trends in species and habitats to help us make the right management decisions on the ground.

Our practical work extends well beyond our own reserves into a growing number of Living Landscape projects and other landscape-scale initiatives. These big partnership projects aim to restore nature on a bigger scale than ever before.

The Trust currently leads on three Living Landscape projects as well as delivering a Living Seas Programme to support the rich wildlife and natural habitats within our seas.

Coigach-Assynt Living Landscape (CALL), supported by funding from the Heritage Lottery Fund, is an ambitious partnership project to deliver one of the largest landscape-scale restoration projects in Europe. CALL is a ground-breaking project with a 40-year vision to restore our natural environment and in doing so help create jobs and stimulate the local economy.

The Cumbernauld Living Landscape programme uses innovative urban design to enhance, restore and reconnect green areas of the town. This includes work to integrate new and existing developments into a connected green network as well as involving communities in conservation projects.

Edinburgh Living Landscape is a partnership between the Scottish Wildlife Trust, City of Edinburgh Council, Edinburgh and Lothians Greenspace Trust, GREENSURGE and the Royal Botanic Garden Edinburgh. It aims to bring a transformational change to the city's urban environment through greening at multiple scales from tiny gardens to large parks and open spaces.

Through another flagship project, the Trust is leading the charge on Saving Scotland's Red Squirrels, again working in partnership with landowners and other conservation charities to save the red squirrel from extinction in Scotland and the UK.

The Trust is host to the International Union for Conservation of Nature (IUCN) UK Peatland Programme which aims to restore peatlands throughout the UK on a massive scale.



© Steve Gardner

The Scottish Wildlife Trust is a leading member of the Royal Society of Wildlife Trusts which operates as an umbrella body for 47 individual Wildlife Trusts, covering the whole of the UK, the Isle of Man and Alderney. The Wildlife Trusts manage around 2,300 nature reserves. The Royal Society of Wildlife Trusts helps to co-ordinate the Trusts' activities and campaigning for wildlife at a UK level.

## External Affairs

Our External Affairs department focuses on maximising the influence, profile and impact of the Trust with external audiences.

Our Policy team develops and advocates evidence-based policy on a wide range of issues related to the health of Scotland's natural environment. This involves engaging with politicians, civil servants, academic institutions, other environmental NGOs and a range of other stakeholders including businesses.

Our Marketing and Communications team works proactively to engage Scotland's people in understanding the importance and benefits of Scotland's wildlife and wild places. This is done through a combination of print, online and face-to-face communications, including the Trust's flagship magazine, its website and social media platforms. The team works closely with policy colleagues to ensure we convey our message clearly to business leaders and decision makers.

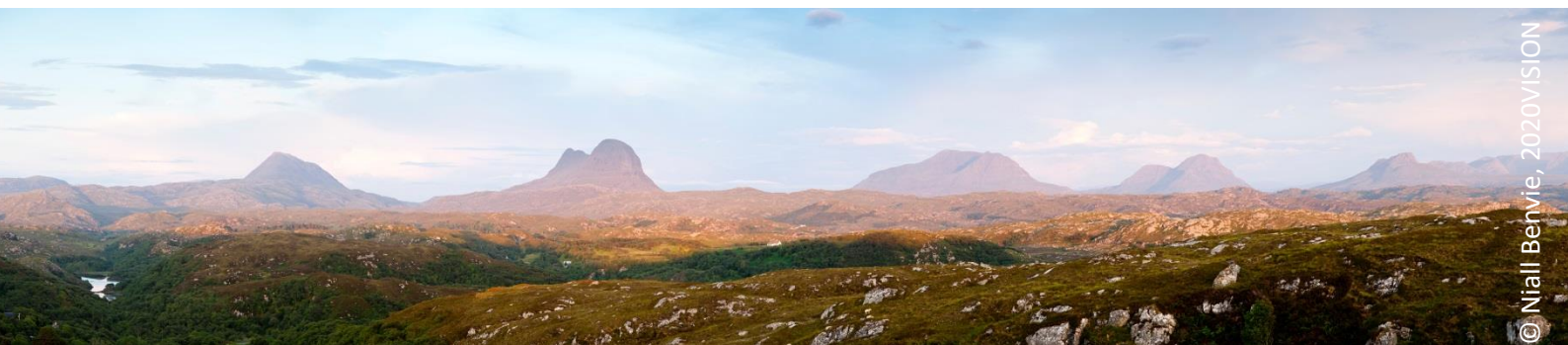
Our People and Wildlife Team support over 1,000 volunteers, 23 local groups and 32 Wildlife Watch Groups and run inspiring events throughout Scotland all year round. Volunteers not only support reserve staff with practical conservation but also engage local communities by leading hundreds of events and activities throughout the year. Our four Visitor Centres engage tens of thousands of people every year with wildlife through informal and formal education sessions.



## Finance, Resources and Governance

The Finance and Resources department includes finance, fundraising, HR, IT and administration. Its main functions are to support governance, secure and manage resources, manage and develop IT infrastructure, and recruit and retain a high quality staff team. All of these activities are essential to supporting front-line delivery and the achievement of the Trust's impact.

The Trust's latest Annual report and financial statements can be found [online here](#).



© Niall Benvie, 2020VISION

## Council

Council meets five times a year, including an annual planning day. Regular (at least quarterly) meetings are usually held on a Thursday 12pm to 4pm/4:30pm via Zoom.

Papers are distributed a week in advance electronically. The Chair runs Council on the assumption that all Trustees have read the papers.

Council has supporting committees which new Trustees may be asked to join:

- Conservation Committee meets quarterly and advises Council in relation to nature conservation matters.
- Finance & Audit Committee meets quarterly to consider and advise on audit and financial risk.
- Nominations Committee provides oversight of the structure, composition and effectiveness of the Council of the Scottish Wildlife Trust and advising Council on all Board (and CEO) appointments. Meets as required.

The Board of Trustees are ultimately responsible for the management and administration but operational delivery of the Trust's vision is delegated to the Chief Executive, Jo Pike. Jo is accountable to Council for the efficient management of the Trust and for the implementation of Council agreed policies and the Five Year Plan. The Chief Executive is assisted by the Directors of the three operational departments: Conservation, Finance and Resources, and External Affairs.

In addition to five Council meetings each year, Trustees are invited to attend the Annual General Meeting, training events and a small number of visits to members groups and field operations.

## Looking for new Trustees - co-option process and how to apply

If you are passionate about wildlife, have experience in wildlife conservation and would like to apply to be co-opted to Council, please send your CV to [recruitment@scottishwildlifetrust.org.uk](mailto:recruitment@scottishwildlifetrust.org.uk). We welcome applications from individuals of all backgrounds representing areas across Scotland.

Your CV should be accompanied by a short (100 words) biography. By providing the biography the candidate consents to its publication (which may be summarised) in printed material relating to members to Council.

At the time of co-option, candidates must confirm that they are fully paid-up members of the Trust.

If you have any questions, please do not hesitate to contact us, we look forward to hearing from you.

Newly appointed members of Council will be invited to the next Council meeting and will be given a formal induction by senior staff prior to this.

All Trustees will be registered at Companies House as Directors of the Scottish Wildlife Trust. All members of Council must sign the Trust's Code of Conduct and must adhere to the conditions therein on taking office.





## Trustee role description

In general terms the Council is responsible for determining the Trust's strategy and ensuring that the proper procedures are in place for the Trust's management. The main responsibilities of Trustees are:

- To ensure that the Trust is run and developed properly, responsibly and lawfully in the interests of its members in accordance with the Memorandum and Articles of Association;
- To work closely with senior staff to develop, and separately to approve, the strategy and policies of the Trust;
- To ensure effective and accountable management;
- To ensure that all the Trust's activities fall within its Charitable Purposes;
- To ensure that the Trust acts openly and accountably;
- To ensure that the Trust complies with the Charities and Trustee Investment (Scotland) Act 2005 and any enactment thereof and responds to all requests and directions from the Office of the Scottish Charity Regulator;
- To agree a financial budget and to put in place procedures for monitoring financial performance;
- To ensure that the charity has adequate resources to carry out its Charitable Purposes including the calculation and maintenance of an appropriate financial reserve;
- To assess major risks and opportunities relating to the Trust, maintain and review regularly a Risk Register and take appropriate action if needed;
- To guard against the liabilities of the Trust exceeding its assets, more particularly to ensure that the General Fund is always in surplus (failing which the Trust must stop trading, irrespective of its Restricted and other Funds);
- To appoint the Chair and the Vice-Chairs;
- To set up any necessary advisory committees as allowed under the Articles of Association and to appoint the members of such committees in accordance with the remit of each committee;
- To put in place procedures for the appointment (or dismissal) of the Chief Executive and to ensure that the Chair reviews the Chief Executive's performance on an annual basis;
- To ensure the Trust has a proper and achievable plan for fundraising;
- To ensure that there is an efficient and proper response to all donors and benefactors;
- To approve the conservation policies of the Trust in the light of advice from the Conservation Committee;
- To approve the acquisition or disposal of Reserves in accordance with agreed procedures and policy;
- To ensure that the Trust reports accurately and promptly to OSCR:
  - a) Annual Returns
  - b) Annual Monitoring Returns
  - c) Annual Accounts;
- To ensure that the Trust reports accurately and promptly to Companies House:
  - a) Annual Accounts
  - b) Annual Returns
  - c) Changes to key company details when they occur;
- To ensure that the Chair, with the support of Council, reports accurately and at least annually to the members of the Trust;
- To suggest membership categories and subscription rates for approval by the membership in Annual General Meeting.

**Note:** It is not the duty of Trustees to become involved in the Operational Management of the Trust. Having laid down the strategic direction of the Trust's affairs, it is right and proper for the Trustees to delegate the management of the Trust to the staff via the Chief Executive, subject to adequate monitoring and action by Council in pursuance of the responsibilities listed above. The Chair of Council is the line-manager for the Chief Executive.

## Person specification

### Personal qualities (essential)

- Commitment to the Trust's mission and values
- Ability to work as part of a team and accept personal responsibility for the Board's decisions
- Integrity and commitment to equal opportunities and promotion of diversity
- Independence of thought and judgement
- Willingness and ability to devote the appropriate time to Council duties
- Openness to appraisal, learning and development

### Aptitude and skills (essential)

- An understanding of the legal duties responsibilities and liabilities of being a Trustee
- Ability to evaluate and interpret information
- Ability to think strategically and differentiate between strategy and operations
- Ability to constructively challenge fellow trustees and senior management

### Specialist knowledge (desirable)

A balance of knowledge and experience across Council is fundamental. At this time Council is particularly looking for individuals with **experience in nature conservation**, for example connected to:

- Land stewardship (agriculture, forestry & woodland, moorland)
- Landscape-scale approaches to conservation
- Ecology
- Marine systems
- Freshwater management
- Policy, advocacy or campaigns
- Any aspect of conservation science

The Trust particularly welcomes individuals with broader expertise. Council aims to have a balance of expertise, so collectively the board of trustees aims to have experience which includes:

#### Professional

- Accounting / financial
- Pension schemes
- Human resources
- Information technology
- Investment management
- Investment Management
- Fundraising
- Health & Safety
- Legal
- Marketing, media or public relations – particularly digital marketing

#### Not for profit experience

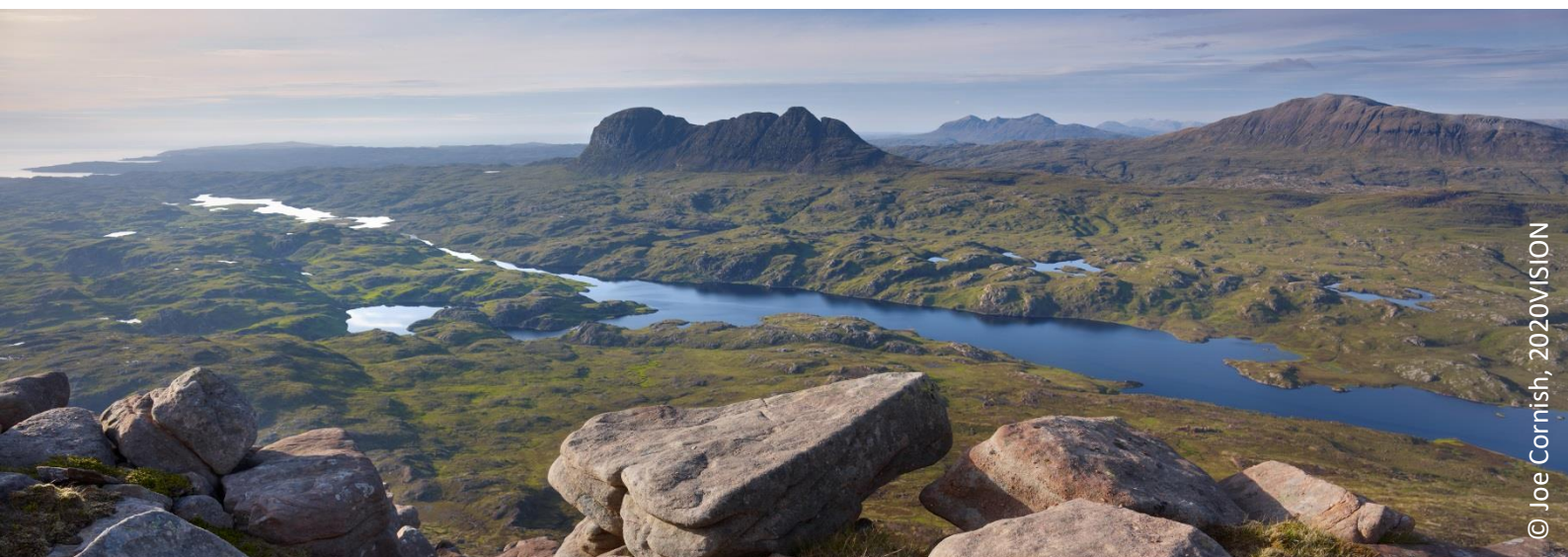
- Charitable organisations (wildlife or general)
- Education or Government

#### Management skills

- General business or project management
- Management of change
- Digital transformation

#### Committee skills

- Chairing committees or working on other boards
- Planning and strategic development



© Joe Cornish, 2020VISION

## Additional information

<b>Remuneration</b>	The position of Trustee is without remuneration, although reasonable out of pocket expenses for travelling to meetings may be claimed.
<b>Location</b>	The Scottish Wildlife Trust main office is based in Leith, Edinburgh. Council particularly welcomes applications from outside the central belt.
<b>Time commitment</b>	Time commitment is expected to be around 10 days per annum.
<b>Oversight</b>	An annual performance appraisal occurs to ensure the Council is operating effectively.
<b>Term</b>	Board members can serve two three-year terms. A retiring Trustee is not eligible for re-appointment until they have been out of office for one year.
<b>Charity requirements</b>	The Scottish Wildlife Trust is a registered Scottish charity. Charity trustees have general control and management of the charity and must meet certain legal requirements and be aware of their responsibilities. More information is available <a href="#">here</a> .
<b>Legal requirements</b>	All Trustees must comply with charity law regarding trusteeship. This means they must be at least 16 years old and they cannot be a Trustee if they have an unspent conviction for an offence involving dishonesty or deception; are bankrupt or have entered into a formal arrangement with a creditor; have been removed as a company director or charity trustee because of wrongdoing.
<b>Other</b>	Trustees must be fully-paid up members of the Trust throughout their appointment.



# Scotland *n.*

Nation of spectacular wildlife including red squirrels, golden eagles, dolphins and Caledonian pine forest. The Scottish Wildlife Trust has fought to protect Scotland's wildlife for over 50 years and provides safe havens for wildlife on around 120 reserves.

[scottishwildlifetrust.org.uk](http://scottishwildlifetrust.org.uk)