

Information pack

Welcome

Dear Applicant,

Thank you for your interest in applying to be a Trustee of The Loch Lomond and Trossachs Countryside Trust (LLCT) and being a part of our team and our mission. Established in 2012, The Loch Lomond and the Trossachs Countryside Trust is a registered Scottish Charity and a company limited by guarantee. The Trust is an environmental, and health and wellbeing charity, which aims to support and enhance the wellbeing and resilience in landscapes, communities and people.

We have some established and extremely successful projects and programmes of work, delivered by a small and dedicated team of staff and volunteers. More details can be viewed on our website: [Trustinthepark.org](https://trustinthepark.org)

There has never been more urgent need for us to act in ways to address the climate and biodiversity emergency that we are experiencing and the post covid deterioration in wellbeing. We need committed, skilled and active individuals to help us to provide an effective response to this emergency within The Park. We have a strong nature focus to deliver our purpose of creating connections in nature, with nature and each other. Working with the communities, landowners and land managers within the Loch Lomond and the Trossachs National Park we deliver nature-based solutions, improve conditions for wildlife and people and connections between them.

We feel strongly that a healthy environment can have huge benefits to the health and wellbeing of both residents and visitors to The Park. A big part of our work is to increase opportunities to be active and enjoy the fantastic natural environment in The Park in a climate and wildlife friendly manner. Our flagship project, [Walk in the Park](#), delivers weekly supported health walks in 6 local communities and provides mental, social and physical well-being benefits to its participants.

Our [2023-2030 strategy](#) will deliver bold, imaginative, and effective projects, at a scale appropriate to that of The Loch Lomond and Trossachs National Park and its communities. Unlocking the potential that exists in this iconic and beautiful area will result in solutions and an approach to tackling the climate and biodiversity emergency of international significance along with the negative impacts on wellbeing post covid.

On behalf of the Trustees and staff of the Countryside Trust, we look forward to hearing from you and if successful, welcoming you onto the Board. Let's get to work, there is so much to do!



Dr Dave Beaumont
Chair Loch Lomond and Trossachs Countryside Trust

Loch Lomond and the Trossachs Countryside Trust

Established in 2012, The Loch Lomond and the Trossachs Countryside Trust (LLTCT) is a registered Scottish Charity and a company limited by guarantee. The Trust is an environmental, and health and wellbeing charity, which aims to support and enhance the wellbeing and resilience in landscapes, communities, and people. Working predominantly within the Loch Lomond and the Trossachs National Park, we work with a wide range of partners to deliver projects, encourage participation, and collaborate with others to address the biodiversity and climate emergencies, and to create more sustainable, healthy, and active communities, places and partnerships. Our vision is for our landscapes and communities to be connected and thriving.

Our [2023-2030 strategy](#) has a strong nature focus to deliver our purpose of creating connections in nature, with nature and each other. It builds on our specialisms of landscape scale nature restoration partnerships, health and wellbeing walks, active travel and targeted community empowerment and support.

Nature restoration

Our work includes delivering impactful ecological change through nature restoration partnerships, in particular as the lead partner in two ambitious landscape scale projects: Wild Strathfillan and as a delivery partner in The Great Trossachs Forest. Wild Strathfillan will deliver urgent nature restoration work whilst remaining cognisant of the key income sources (farming, stalking and forestry) that underpin local communities and their cultural heritage - in a setting representative of land ownership across Scotland. This ambitious project has long term plans to deliver a vital nature recovery network, set within a patchwork of multiple land managers, to secure significant ecological, economic and social gains through partnership working. Our work as part of The Great Trossachs Forest is to develop and deliver the next phase of projects to continue the ecological restoration and connectivity of these habitats.

Walk in the Park

Led principally by trained local volunteers, Walk in the Park encompasses a programme of weekly health walks in 6 communities, supporting physical, mental and social wellbeing, and weekly strength and balance sessions in 4 communities to build confidence and mobility. It also encompasses 'In Step with Nature', a project centred on noticing nature and the seasonal changes as means to encourage connections with nature. The Trust works closely with health and social care professionals to enable referrals from patients living in remote, rural communities, where there is no easy access to other services.

Active Travel

Active in the Park focusses on delivering pop up behaviour change activities to encourage walking, wheeling and cycling as part of everyday journeys. Activities include working with communities to develop Active Travel Plans, loan of ebikes to local residents, bike maintenance training sessions, 'have a go' events and supporting community led cycle rides. It has also established a 'Cyclists Welcome Scheme' to promote and work with businesses who are going the extra mile to welcome cyclists to their premises.



Wider community engagement

Our wider community work focusses on bringing communities together, working with them to develop plans and work collectively. We provide monthly e-bulletins to all communities and provide support and advice on a wide range of issues.

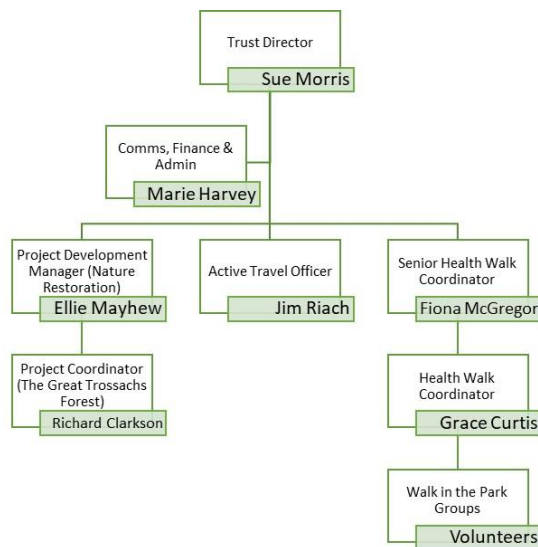
How we are funded

In the past year, we have received financial support for our projects from: Loch Lomond and The Trossachs National Park Authority, ScotGold Resources, People's Postcode Lottery, Nature Scot (Nature Restoration Fund & FIRNS), National Heritage Lottery Fund (FIRNS & 250k projects), Paths for All (Walking for Health and Smarter Choices, Smarter Places), Scottish Forestry, Impact Funders (Volunteer Support Fund), Stirling Voluntary Enterprise (Stirling Community Mental Health and Wellbeing Fund), Scottish Water, RSPB Scotland, Forestry and Land Scotland, and Woodland Trust Scotland.

Our Board

- Dave Beaumont (chair)
- Harro Leusink
- Ian Bray
- Chris Spray
- Kirsty Park
- Fraser Bedwell
- Lottie Colquhoun

Our Staff



Further Documents supplied:

- 2023-2030 Strategy Summary document
- 2022-2023 Annual Accounts
- Articles of Association

Role Description – Trustee/ Director

Board Collective Responsibility

The Loch Lomond and the Trossachs Countryside Trust Board, as Charity Trustees and Company Directors, are collectively and corporately responsible for the activities of the Countryside Trust and all Directors are equally accountable for the governance, control, and strategy of the Countryside Trust. The Directors are expected to act together as a Board to realise the values and purposes of the Countryside Trust and to comply with relevant legislative and regulatory requirements.

Directors of the Countryside Trust are required to accept the Countryside Trust's Code of Conduct and to undertake any necessary training to ensure effective governance of the Countryside Trust. Directors are also required to work towards any identified improvements required in governance arrangements of the Countryside Trust.

The Role:

As part of the Board, a director provides leadership and direction to the organisation, determining strategy and ensuring that people and financial resources are available to support its delivery.

The role of Board Member is non-executive and unpaid; the Trust Director is responsible for operational management within a framework of controls approved by the Board.

Fulfilling the duties of a Director requires an individual to:

- Act at all times in the best interests of the organisation and its beneficiaries, ahead of any professional or personal interest.
- Act in accordance with the organisation's governing document and any relevant legislation.
- Act collectively at meetings, with honesty and integrity, respecting confidentiality and diversity of opinion.
- Enhance the organisation's reputation, taking an active interest in its work.
- Uphold the values and principles of the organisation.
- Maintain good relationships with other trustees and with staff, volunteers, members, and other people in the organisation.
- Actively contribute to the work of the board by regularly attending meetings and preparing and participating in discussion and decision-making.
- Ensure the Board takes proper professional advice on matters in which it does not have competence.
- Act with discretion in regard to confidential information relating to the business, employees, affairs and finances of the Countryside Trust.

Individual Director Responsibilities

The following is a summary of the responsibilities of the role:

1. Support the Chair and Trust Director in leading the organisation, delivering its strategic plans, vision, and values.
2. To work with the other members of the board to form an effective governing body for the organisation by contributing constructively to Board discussions and decision-making.
3. As a Board, ensure compliance with our charitable aims, Articles of Association, statutory duties, charity and company legislation, funders requirements and all other legal requirements for example: health and safety; company law; data protection; and employment law.
4. Directors must work together in the interests of the Countryside Trust, ensure that the Board is fit for purpose and apply a duty of care to paid staff and volunteers. Directors also act as guardians of Countryside Trust's assets and must exercise reasonable business sense in concluding any contracts on behalf of the Countryside Trust. Directors must also act in accordance with the Countryside Trust's Code of Conduct.
5. To influence and evolve the organisation's vision and strategy, in conjunction with the staff team.
6. As a Board, approve and monitor the annual budget, ensuring financial systems operate properly in accordance with agreed systems, policies, and procedures. Directors must ensure that accounting records are kept which show accurately and in sufficient detail all income and expenditure activity by the Countryside Trust.
7. To regularly assess the Countryside Trusts operating environment and its position within it to ensure it remains relevant to contemporary society, captures key opportunities, and mitigates significant risks. This includes monitoring delivery of major projects, and ensuring internal procedures are being upheld- legal, regulatory, and best practice standards.
8. Contribute to regular reviews of Board performance including reviews of individual contribution as well as overall Board effectiveness.
9. As a Board, ensure a robust risk management process is implemented and reviewed across the organisation; contribute to reviews of the risk management process and its implementation.
10. To ensure The Countryside Trust is properly insured against all reasonable liabilities.
11. As a Board, carefully select and induct new Board members. Ensure the quality of governance for the organisation by carefully selecting and training new Board members to provide the best leadership for the organisation.
12. Promote equality, inclusion, and diversity in all of Loch Lomond and the Trossachs Countryside Trust's activities.
13. Promote the success of the Loch Lomond and the Trossachs Countryside Trust. Directors must act in the way they consider, in good faith, to be most likely to promote the success of the Countryside Trust for the benefit of the charity as a whole.
14. Avoid conflicts of interest and declare interests in any relevant transactions: Directors must avoid situation in which they have or can have a direct or

indirect interest that conflicts with or may conflict with the Countryside Trust's interests.

15. Directors must not accept any benefit from a third party conferred because of their position or actions as a Director. This duty is not infringed if the acceptance of the benefit cannot reasonably be regarded as likely to give rise to a conflict of interest.
16. To appoint the Trust Director. To supervise and support the Trust Director (the Chair normally takes this role).

Time Commitment

Directors are required to commit sufficient time to prepare for and attend meetings, events and other activities required of Directors of the Countryside Trust.

Board Term

Directors will be appointed for four-year terms with an option to renew at the end of the term.

Evaluation

The performance of Directors is evaluated by the Chair annually in the context of the performance of the Board and is based on the Director's carrying out of the duties and responsibilities outlined above.

Personal attributes

The skills, experience and qualities that are expected from Board Members include:

1. Commitment to the vision and strategic direction of the Loch Lomond and the Trossachs Countryside Trust.
2. A genuine interest in the Loch Lomond & The Trossachs National Park area.
3. A willingness to devote the necessary time and effort.
4. Good, independent judgement.
5. An ability to review, think creatively, critically, and reflectively.
6. A willingness to communicate effectively.
7. Listen, respect the view of others and a willingness to collaborate.
8. An understanding and acceptance of the legal duties, responsibilities, and liabilities of trusteeship.
9. An ability to work effectively as a member of a team.
10. Selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.
11. A willingness to be available to all Trustees and staff for advice and enquiries on an ad hoc basis.
12. A willingness to develop relationships with key stakeholders to support development and partnership working.

CODE OF CONDUCT FOR DIRECTORS

Introduction

Loch Lomond and the Trossachs Countryside Trust is private company limited by guarantee and not having a share capital (SC433457) and a recognised Scottish Charity (SC043266).

The governing body of the Loch Lomond and the Trossachs Countryside Trust (the 'Trust') is formed by a group of 'Directors', who are responsible for the general control, direction, and management oversight of the charity. The governing body are also the 'Trustees' of the charity. For clarity, in this code of conduct, a member of the governing body is referred to as a Director rather than a Trustee.

The purpose of this Code of Conduct is to provide the Directors with clear guidelines as to their standard of behaviour, responsibilities, and best practice in fulfilling their obligations to this charitable organisation. It provides Directors with an understanding of what is required of them under the Countryside Trust's governing document (Articles of Association) and Charity Law, enabling them to be transparent, open and accountable in what they do and how they do it.

For the most part, this code simply describes the good practice and behaviour already in existence. It is intended to help Directors carry out their duties with confidence and to protect them and the Countryside Trust from any allegations of misconduct.

This document should be read in conjunction with the Director's role description.

Basic Principles

The Countryside Trust Code of Conduct is based on the Nolan Principles for public office holders, adapted to the objectives of a charitable organisation as follows:

1. Selflessness - have a general duty to act with probity and prudence in the best interest of the Countryside Trust. Directors should not act in order to gain financial or other material benefits for themselves, their family, their friends or any involved organisation.
2. Integrity - Directors should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their role as a Director. They must avoid actual impropriety and any appearance of improper behaviour and should avoid accepting gifts and hospitality that might reasonably be thought to influence their judgement.
3. Objectivity - In carrying out the business of the Countryside Trust, including making appointments, awarding contracts, or transacting other business, Directors should make choices based on merit. In arriving at decisions in areas

where they do not have personal expertise, the Directors should consider seeking appropriate professional advice.

4. Accountability - Directors are accountable for their decisions and actions to their stakeholders and the public and must submit themselves to whatever scrutiny is appropriate to their role. They have a duty to comply with constitutional and legal requirements and to adhere to best practice in such a way as to preserve confidence the Countryside Trust.
5. Openness - Directors should be as open as possible about all the decisions and actions they take. Directors will ensure that sensitive information and material is handled with due care so that it remains confidential.
6. Honesty - Directors have a duty to avoid any conflict of interest so far as reasonably practicable. In particular they must make known any interest in any matter under discussion which: creates either a real danger of bias; or which might reasonably cause others to think it could influence the decision. He/she should declare the nature of the interest and withdraw from any relevant discussion unless the remaining Directors agree otherwise.
7. Leadership - Directors should promote and support these principles by leadership and example.

Application

Members of the Trust's board are responsible for good governance in the organisation, and as such have a duty to accept the responsibilities of their position and to act at all times in the best interests of the Loch Lomond and the Trossachs Countryside Trust and its beneficiaries, ahead of any other professional or personal interest. The general principle to be observed is that the trustees/ directors will avoid action or inaction which cannot be justified to the board, beneficiaries, or the public. Equally, Directors should be alert to anything which might give rise to suspicion of improper conduct or bring the organisation into disrepute.

Standards and Commitments Expected of Directors

It is the responsibility of Directors to ensure they are familiar with this Code of Conduct and that their actions as a Director comply with its provisions. Directors should review this Code annually and when personal circumstances change, taking action as appropriate.

Directors are asked to read the attached code of conduct declaration (Appendix 1) and return a signed copy to the Company Secretary.

Fit and Proper Persons Test

Her Majesty's Revenue and Customs (HMRC) require the managers of a charity to be 'fit and proper persons'. Directors and others having the general control and management of the charity are included in this definition.

Under the Charities and Trustee Investment (Scotland) Act 2005, the following are disqualified from acting as charity trustees/ directors:

- Someone with an unspent conviction for dishonesty or an offence under the Act.
- An un-discharged bankrupt.
- Someone who has been removed under either Scottish or English Law or the courts from being a charity trustee.
- A person disqualified from being a company director.
- It is the responsibility of individual Directors of the Countryside Trust to ensure they are not personally disqualified from being a charity trustee.

On appointment Directors will be asked to sign 'Declaration of Eligibility' and during business meetings, trustees are required to declare any and all relevant interests and be alert to any potential conflicts.

Values and Duties

- Acting at all times in the best interests of the organisation and its beneficiaries, ahead of any professional or personal interest.
- Acting in accordance with the organisation's governing document and any relevant legislation
- Acting collectively at meetings, with honesty and integrity, respecting confidentiality and diversity of opinion.
- Enhancing the organisation's reputation, taking an active interest in its work.
- Upholding the values and principles of the organisation.
- Maintaining good relationships with other trustees and with staff, volunteers, members and other people in the organisation.
- Actively contributing to the work of the board by regularly attending meetings and preparing and participating in discussion and decision-making.

General

Directors should report all gifts (other than those of a trivial character or seasonal such as a calendar, diary, or small office items) or offers of gifts to the Chair of the Trust and seek prior approval for any hospitality which might appear to go beyond the normal hospitality associated with attending meetings and other functions in their capacity as a Trust Director.

Directors are permitted to claim a refund of expenses incurred in attending meetings or in undertaking work on behalf of the Loch Lomond & the Trossachs Countryside Trust, on provision of relevant proof of expenditure.

Directors must follow the Loch Lomond & the Trossachs Countryside Trust's conflict of interest policy.

Enforcement and Breaches of the Code of Conduct

In accordance with section 23.7 of the Articles of Association for the Loch Lomond and the Trossachs Countryside Trust, any director who is absent (without good reason, in the opinion of the board of trustees) from more than six consecutive meetings can be removed from office, if the board resolves to do so.

In accordance with section 23.3 of the Articles of Association for the Loch Lomond and the Trossachs Countryside Trust, a Director may be removed from office where they have committed a material breach of this Code of Conduct, or their duties.

The Countryside Trust's governing document allows for removal of a Director in the event of serious misconduct. This section outlines how complaints of misconduct are handled by the Countryside Trust.

Any alleged breach of this code of conduct should be reported to the Chair (or another Director if the complaint concerns the Chair) who will investigate the complaint. If needed, the Chair will appoint a panel who will investigate the complaint.

As per our Whistleblowing and Complaints policies, the panel should follow normal complaint procedures. It should take reasonable steps to establish the facts and ensure that the Director against whom the allegation has been made is given a fair opportunity to put their case in writing or in person (whichever they prefer). The Director will also be entitled to be accompanied by a non-legal colleague or friend to any interview or panel that is convened.

The panel should notify its conclusions and any recommendations for action to the whole Trust. Such actions could include:

- Censure – the Trust may censure the Director but otherwise take no further action.
- Removal of the Director from a sub-committee or group, either temporarily or permanently.
- Recommendation to the Trust that the Director should be suspended from membership of the Trust either for a fixed period or until the next meeting of the Trust.
- Recommendation to the Trust that it bring a deliverance to the next meeting of the Countryside Trust seeking removal of the Director from the board of the Trust.

A Director who is subject to such action will have the right of appeal to the Trust Board against any penalty applied. The Board will determine how to handle any such appeal; members of the group who were involved in the original investigation will take no part in the appeal process.

Review and Amendment

The Trust will review the format and content of this Code as and when required.

CODE OF CONDUCT DECLARATION

As a Director, I will respect and uphold the values of Loch Lomond and the Trossachs Countryside Trust

GENERAL

I will support the mission of Loch Lomond and the Trossachs Countryside Trust, championing it, using any skills or knowledge I have to further that mission and seeking expert advice where appropriate.

I will be an active director/trustee, making my skills, experience, and knowledge available to Loch Lomond and the Trossachs Countryside Trust and seeking to do what additional work I can outside Trust meetings, including sitting on sub-committees.

I will respect organisational, board and individual confidentiality, while never using confidentiality as an excuse not to disclose matters that should be transparent and open.

I will develop and maintain a sound and up-to-date knowledge of Loch Lomond and the Trossachs Countryside Trust. This will include an understanding of how Loch Lomond and the Trossachs Countryside Trust operates, the social, political and economic environment in which it operates and the nature and extent of its work.

I will use Loch Lomond and the Trossachs Countryside Trust's resources responsibly, and when claiming expenses will do so in line with the procedures of the Trust.

I will seek to be accountable for my actions as a director/trustee of Loch Lomond and the Trossachs Countryside Trust and will submit myself to whatever scrutiny is appropriate.

I accept my responsibility to ensure that Loch Lomond and the Trossachs Countryside Trust is well run and will raise issues and questions in an appropriate and sensitive way to ensure that this is the case.

MANAGING INTERESTS

I will not gain materially or financially from my involvement with Loch Lomond and the Trossachs Countryside Trust unless specifically authorised to do so.

I will act in the best interests of Loch Lomond and the Trossachs Countryside Trust as a whole, and not as a representative of any group – considering what is best for the Trust and its present and future beneficiaries and avoiding bringing Loch Lomond and the Trossachs Countryside Trust into disrepute.

Unless authorised, I will not put myself in a position where my personal interests conflict with my duty to act in the interests of the organisation. Where there is a conflict of interest I will ensure that this is managed effectively in line with Loch Lomond and the Trossachs Countryside Trust policy.

I understand that a failure to declare a conflict of interest may be considered to be a breach of this code.

MEETINGS

I will attend all appropriate meetings and other appointments at Loch Lomond and the Trossachs Countryside Trust or give apologies.

I will prepare fully for all meetings and work for the organisation. This will include reading papers, querying anything I do not understand, thinking through issues before meetings and completing any tasks assigned to me in the agreed time.

I will actively engage in discussion, debate and voting in meetings; contributing in a considered and constructive way, listening carefully, challenging sensitively and avoiding conflict.

I will participate in collective decision making, accept a majority decision of the board and will not act individually unless specifically authorised to do so.

GOVERNANCE

I will actively contribute towards improving the governance of the Countryside Trust, participating in induction and training and sharing ideas for improvement with the board.

I will help to identify good candidates for trusteeship at Loch Lomond and the Trossachs Countryside Trust and, with my fellow directors/trustees, will appoint new directors/trustees in accordance with agreed selection criteria.

RELATIONS WITH OTHERS

I will endeavour to work considerately and respectfully with all those I come into contact with at Loch Lomond and the Trossachs Countryside Trust. I will respect diversity, different roles and boundaries, and avoid giving offence.

I will seek to support and encourage all those I come into contact with at Loch Lomond and the Trossachs Countryside Trust. In particular I recognise my responsibility to support the chair and senior staff members.

I will not make public comments about the organisation unless authorised to do so. Any public comments I make about Loch Lomond and the Trossachs Countryside Trust will be considered and in line with organisational policy, whether I make them as an individual or as a director/trustee.

LEAVING THE BOARD

I understand that substantial breach of any part of this code may result in procedures being put in motion that may result in my being asked to resign from the Trust board.



Should this happen I will be given the opportunity to be heard. In the event that I am asked to resign from the board I will accept the majority decision of the board in this matter and resign at the earliest opportunity.

If I wish to cease being a trustee of Loch Lomond and the Trossachs Countryside Trust at any time, I will inform the chair in advance in writing, stating my reasons for leaving.

Signed: _____

Date:

General Information

What is a Member of the Board?

The Loch Lomond and the Trossachs Countryside Trust Board members are trustees. They are responsible for controlling the organisation's management and administration. They are responsible for ensuring income is used for the purposes set out in the organisation's governing document (Articles of Association) and for no other purpose. Board members have a responsibility to act reasonably and prudently and in the best interests of the organisation in all matters relating to the Loch Lomond and the Trossachs Countryside Trust.

Above all, trustees need to work together as a team to ensure their organisation is run effectively and efficiently. As a body, the Board should contain people who collectively have the skills and confidence that will enable the organisation to confront and challenge any issues affecting it. This means the board of trustees should work to avoid situations where knowledge or an excessive degree of influence is held in the hands of a select few.

Conflict of Interest:

All Board members must act, and be seen to act, in the best interest of the Loch Lomond and the Trossachs Countryside Trust and not for their own private interest or gain. There may be situations where committee members' own interests and the interest of the organisation arise simultaneously or appear to clash.

Examples of conflicts of interest might be:

- The organisation you work for is competing with The Trust in a competitive tender,
- A family member works for an organisation that has bid to deliver a service for The Countryside Trust.

The issue is not the integrity of the trustee concerned, but the Loch Lomond and the Trossachs Countryside Trust's management of any potential overlap or conflict of interests. Not all conflicts of interest stand as a bar to service as a trustee. That will depend on the circumstances, including the size and nature of the benefit at issue. The Trust has Register of Interests which records the following information:

- Remuneration,
- Related undertakings,
- Unremunerated positions in public bodies and other organisations,
- Interests in shares and securities,
- Miscellaneous interests.

It will often be sufficient for a trustee to withdraw from discussions and decisions, which closely involve their interests, or simply to declare interests that are more general or indirect so that everyone is clearly aware of them.

Before joining a Board, it is good practice to ensure potential new trustees consider the question of possible conflicts of interest before there is commitment on either side. This is particularly important where personal interests may be significant enough to make it difficult for the individual concerned to make a full and rounded contribution to the committee's discussions and decisions.

The Loch Lomond and the Trossachs Countryside Trust has arrangements in place for dealing with potential conflicts of interest and ensures new trustees are aware of these arrangements. An open approach to potential conflicts of interest, which includes recognising, acknowledging and managing the issue in a transparent and efficient manner, can help to meet good practice guidelines and protect the reputation of the organisation.

Where a conflict of interest emerges during meetings, these conflicts can initially be raised with the Chair who can advise on next steps. If during the context of a discussion or decision-making process in a meeting a potential conflict of interest emerges, then the committee member should announce this and if appropriate withdraw from the meeting for the duration of the relevant discussion.

Ensuring good management:

Board members are responsible for controlling the Loch Lomond and the Trossachs Countryside Trust's management and administration, are responsible for ensuring our income and property are used for the purpose set out in the charities governing document and for no other purpose. Trustees have a responsibility to act reasonably and prudently in all matters relating to the organisation, and have a responsibility to act in the best interest of the organisation.

In order to avoid the most common difficulties that can arise, Board Members should:

- Appreciate their responsibilities for the organisation and its resources, and not treat their position as purely honorary,
- Make themselves familiar with the constitution, so that they are clear what it does and does not have the powers to do,
- Spot any circumstances in which they need to get specialist advice, for example on legal or financial issues,
- Not leave an individual trustee or staff member, or a small group, to run matters without sufficient accountability or control,
- Never allow personal affairs and resources to become entangled with those of the organisation, or otherwise fail to spot and manage potential conflicts of interest,
- Manage the organisation in the interest of the organisation as a whole, not in their own, or those of a narrow interest group.

The Loch Lomond & The Trossachs Countryside Trust is registered under The Companies Act (Scotland) as a company limited by guarantee. Under company law, there is a requirement that there should be company directors and the Board fulfils this role. The Articles of Association provide, amongst other things, that:

- There shall be a Board of Trustees.
- The Board shall manage the business of the Association.
- The Board may employ persons on such terms as it may determine.

As such, therefore, the Board is the Governing Body of The Trust. It is important to ensure that each Board member fully understands the role and responsibilities of the Board as well as their specific responsibilities as individual members. For the purposes of this paper, governance is defined as the process by which the Board seeks to ensure that The Trust is effectively and properly run.

Code of conduct for Board Members:

The Code of Conduct is intended to help Directors carry out their duties with confidence and to protect them and the Countryside Trust from any allegations of misconduct. It applies to a Director whenever he or she conducts official duties on behalf of Loch Lomond and the Trossachs Countryside Trust. For further details see the Code of Conduct document.