

## **JOB DESCRIPTION: BOARD MEMBER (TRUSTEE)**

Trustees are responsible for providing appropriate oversight, governance and leadership to the Landscape Institute (LI) in the pursuit of its strategies to fulfil its purposes and charitable objectives.

### **Main Duties & Responsibilities**

#### Strategy and Performance:

- actively developing and deciding the vision, strategy and plans by which the LI aims to fulfil its purpose and regular reviews
- establishing clear objectives to deliver the agreed plans and strategy to meet the LI's objects in accordance with short, medium and long-term plans and regularly reviewing performance against those objectives
- holding the CEO to account for the effective management and delivery of the Institute's strategic aims and objectives, where appropriate
- promoting and developing the LI in order for it to grow and maintain its public benefit
- safeguarding the good name and reputation of the LI
- building and maintaining close relations between the LI's various constituencies and stakeholder groups to promote the effective operation of the LI's activities
- ensuring that strategies and actions approved by the board are implemented effectively.
- ensuring a fully effective and appropriate system for the recruitment, appointment and monitoring of the work and activities of the CEO
- setting challenging objectives for improving performance and monitoring performance against those targets
- paying due regard to ensure that any key performance indicators (for performance, fundraising or service deliver etc) are in alignment with the ethos of the LI and the culture it promotes
- agreeing effective brand and communication strategies that include the needs of employees, beneficiaries and other stakeholders
- representing the LI at functions, meetings and, on occasion, in the wider media, in line with the Institute's agreed media strategy
- promoting the LI and its work to fulfil its objects
- agreeing the LI's values and ensuring that they are reflected in the conduct and activities of the LI and those who work for it
- setting the tone for the LI through leadership, behaviour and performance
- recognising the situation when it may be more appropriate to wind the Institute up where there is no longer a need for the Institute to provide the services it does or because the objects are no longer relevant to contemporary social situations

#### Compliance:

- ensuring that the Institute complies with its governing documents, charity law and any other applicable legislation and regulations

- working to achieve the purpose of the Institute and to pursue the objects, and provide public benefit ensuring that the profession is effectively assessed and regulated for all agreed LI standards for education, membership entry, practice and professionalism
- ensuring the effective and efficient administration of the Institute and its resources, striving for good practice in governance to optimise impact and the delivery of its objects. maintaining the fiduciary duty invested in the position, undertaking such duties in a way that adds to public confidence and trust in the Institute
- ensuring that financial controls are robust and that the board is kept fully informed through timely and relevant information
- identifying and assessing risks and opportunities for the Institute, determining which are appropriate or desirable, and establishing effective risk management mechanisms in order to monitor these
- ensuring that those working on behalf of the Institute, including third parties, abide by the standards which the Institute sets and also by the relevant requirements of legislation
- participating in the appointment of the CEO, as appropriate
- with the assistance of the [secretary / governance professional], promoting the highest standards of corporate governance in compliance with the Charity Governance Code and other regulatory requirements and good practice, where appropriate
- taking appropriate professional advice in all matters where there may be a material risk to the Institute, or where the trustees may be in breach of their duties
- upholding the values of the Institute by example, and ensuring that the Institute promotes equality and diversity for all its stakeholders.

Performance monitoring:

Board activities:

- upholding the highest standards of integrity and probity, adhering to the Nolan Principles and observing the recommended practice of Principle 3 of the Charity Governance Code relating to Integrity
- participating fully in the work of the board, ensuring the collective responsibility of the board
- attending and possibly chairing, committees and ad hoc meetings of the main board
- participating in a board induction, any training and other evaluation identified as an individual and as part of the board or committee
- maintaining the trustees' commitment to board diversity, renewal and succession management in line with the Institute's governing document and/or current good practice
- undergoing an individual and board performance appraisal, and attending any additional training highlighted as a result of the evaluation process
- maintaining absolute confidentiality about all aspects of the trustees' business, bearing in mind the overriding legal obligations placed upon trustees.

## **Person Specification**

### **ESSENTIAL**

- Understanding of the duties, responsibilities and liabilities of a member of the LI Board
- High level of understanding and interest in the issues the Institute seeks to address/represent
- Sufficient time and commitment to fulfil the role
- Understanding of and commitment to the Nolan principles
- Understanding of and commitment to the overall aims and objectives of the Landscape Institute
- Commitment to enhancing and protecting the Institute's reputation, ethos and values
- Understanding, and acceptance, of the legal duties, liabilities and responsibilities of trustees
- sound knowledge of charity governance

- Ability to understand complex strategic issues, critically assess, analyse and resolve difficult problems
- Commitment and ability to work effectively and respectfully with others
- Politically astute, with the ability to grasp relevant issues and understand relationships between interested parties
- Desire to implement the highest standards of governance
- Personal qualities:
  - Highly developed interpersonal and communication skills
  - Impartiality, fairness and confidentiality
  - Sound, independent judgement, courage, common sense and diplomacy
  - Tact and respect for others
  - Willingness to learn new skills and receive feedback
  - Willingness to speak one's mind and deal with conflict constructively
  - Politically aware
  - Resilient
  - Flexible and enthusiastic attitude and approach
  - Ability to listen to and welcome alternative opinions and experiences
  - Flexibility in thinking

## **DESIRABLE**

- Strong business and financial acumen
- Experience of setting, reviewing and critically analysing reports, budgets and corporate plans
- Experience of working with the Landscape Institute or similar professional body as a volunteer
- Experience of committee work
- Understanding of the position of landscape architecture within the national and political framework
- Ability to build strong working relationships both internally and with external partners
- Expertise in a range of skills from among the ones we are seeking below that have been identified as needed to be held among the 2 independent trustees we are currently recruiting for:

### **Finance, Sustainability & Growth**

- financial management
- fundraising
- integration of sustainability into management of organisations eg carbon management, use of ISO, UNSDG etc
- financial planning and investment management expertise
- IT / digital
- developing new business eg training/apprenticeships

### **Management, Governance & Regulation**

- management of large organisations
- charity management
- regulation and assurance
- corporate governance
- employment law and legislation
- central and regional government experience

### **Values, Culture & Engagement**

- equity, diversity & inclusion
- political understanding and experience
- Central and regional government experience
- international experience