

ROLE DESCRIPTION: BOARD MEMBER

November 2019



1. Introduction

- 1.1 This role description has been prepared to set out the responsibilities that are associated with being a member of the Board of Scottish Families Affected by Alcohol and Drugs (Scottish Families).
- 1.2 Scottish Families is a Scottish charity. The role description reflects the principles of good governance and takes account of (and is compliant with) the expectations of the Regulatory Standards of Governance and Financial Management for Scottish charities and relevant guidance produced by the Office of the Scottish Charity Regulator (OSCR).
- 1.3 Scottish Families encourages people who are interested in the organisation's work to consider seeking election as a member of the Board and is committed to ensuring broad representation from the communities that it serves. Board Members do not require 'qualifications' but, from time to time, we will seek to recruit people with specific skills and experience to add to or expand the range of skills and experience available to ensure that the Board is able to fulfil its purpose. We carry out an annual review of the skills that we have and those that we need to inform our recruitment activities.
- 1.4 This role description applies to all members of the Board, whether elected or co-opted, new or experienced. It is subject to periodic review.

2. Primary Responsibilities

- 2.1 The Board member's primary responsibilities are, together with the other members of the Board, to:
 - Ensure compliance and oversee the organisation
 - Give strategic direction to the organisation
 - Promote and uphold the organisation's values
 - Ensure standards of service delivery and performance are meeting agreed levels.
- 2.2 Responsibility for the operational implementation of Scottish Families' strategies and policies is delegated to the CEO.

3. Key Expectations

- 3.1 Scottish Families has agreed a Code of Conduct for Board members which every member is required to sign on an annual basis.
- 3.2 Each member must accept and share collective responsibility for the decisions properly taken by the Board. Each Board member is expected to contribute actively

and constructively to the work of the organisation. All members are equally responsible in law for the decisions made.

- 3.3 Each member must always act only in the best interests of Scottish Families and its customers, and not on behalf of any interest group, constituency or other organisation. Board members cannot act in a personal capacity to benefit themselves or someone they know.

4. Main Tasks

- To contribute to formulating and regularly reviewing the organisation's values, strategic aims and performance standards.
- To monitor performance.
- To ensure that the organisation operates within and is compliant with the relevant legal and regulatory frameworks.
- To ensure that risks are realistically assessed and appropriately monitored and managed.
- To ensure that Scottish Families is adequately resourced to achieve its objectives and meet its obligations.

5. Duties

Board members' duties include the following:

- Act at all times in the best interests of the organisation.
- Accept collective responsibility for decisions, policies and strategies.
- Attend and be well prepared for meetings of the Board and sub-committees.
- Contribute effectively to discussions and decision-making.
- Take part in training and other learning opportunities.
- Maintain and develop personal knowledge of relevant issues and the wider charity sector.
- Represent Scottish Families positively and effectively in local communities and when attending meetings and other events.
- Respect and maintain confidentiality of information.
- Treat colleagues with respect and foster effective working relationships within the Board and between the Board and staff.
- Attend and participate in reviews of the Board members' performance, and in an annual review of your individual contribution to the organisation's governance.
- Be aware of and comply with the restrictions on payments and benefits.
- Register any relevant interests as soon as they arise and comply with the organisation's policy on managing conflicts of interest.

6. Commitment

- 6.1 The annual commitment that is expected from Board members is:

- Attendance at up to 5 regular meetings of the Board
- Reading and preparation for Board meetings

- Attendance at sub-committee meetings, if appropriate
- Reading and preparation for sub-committee meetings
- Attendance at annual planning and review events (including individual review meeting)
- Attendance at events, training and conferences (may include overnight stays or weekends).

6.2 Board members usually serve a term of three years, with the potential to extend for a further three years.

7. What Scottish Families offers Board members

All members of the Scottish Families Board are volunteers and receive no payment for their contribution. The organisation has policies which prevent Board members or people they are closely connected to benefitting from their involvement with Scottish Families, although they also seek to ensure that Board members are not unfairly disadvantaged by their involvement. All out of pocket expenses associated with the role of being a Board member are fully met and promptly reimbursed.

In return for the commitment offered by Board members, Scottish Families offers:

- A welcome and introduction when a member first joins the Board.
- A mentor from the Board for the first six months, with ongoing support.
- Clear guidance, information and advice on Board member responsibilities and on the organisation's work.
- Formal induction training to assist settling in.
- Papers which are clearly written and presented, and circulated in advance of meetings.
- The opportunity to put members' experience, skills and knowledge to constructive use.
- The opportunity to develop members' own knowledge, experience and personal skills.
- The chance to network with others with shared commitment and ideals.