



Working in Partnership  
with Dundee City Council

## **TRUSTEE INFORMATION PACK**

# ADVERTISEMENT



Working in Partnership  
with Dundee City Council

## ADVERTISEMENT

### LEISURE & CULTURE DUNDEE BOARD VACANCIES:

Leisure & Culture Dundee is seeking potential Board members.

Leisure & Culture Dundee is committed to maintaining a Board which reflects the community of the city in terms of gender, ethnicity and outlook. Applicants will be joining an organisation which has achieved impressive results and which is focused on continuing to deliver for the people of Dundee an excellent public library service, first class sport and leisure facilities, and a dynamic and changing programme of cultural experiences.

Expressions of interest are invited from those with the time and commitment to help govern and develop the city's leisure and cultural provision.

An information pack and details are available at  
<http://www.leisureandculturaldundee.com/trustee-recruitment>

There is no remuneration for this role. It will demand the equivalent of 1-2 days per month. Out of pocket expenses and personal development training costs will be met.

Do you share our ambition to deliver high quality leisure, sport and cultural experiences and the promotion of wellbeing?

The closing date for receipt of completed applications is: **Friday 22<sup>nd</sup> September 2023**

*Leisure & Culture Dundee is a Scottish Charitable Incorporated Organisation*



Working in Partnership  
with Dundee City Council

## **Introduction**

This pack has been put together to provide information to those interested in serving as Trustees of Scottish Charitable Incorporated Organisation Leisure & Culture Dundee.

Leisure & Culture Dundee was the first SCIO, established in 2011, under new legislation in Scotland, when Dundee City Council transferred responsibility for the day to day management and operation of its:

- Leisure and Sport Services;
- Library and Information Services;
- Cultural Services;
- Related Support Services.

The organisation is governed by a Board of Trustees and you would be expected to use your experience, commitment and enthusiasm to direct and shape the future of these important services in the City.

Included in this pack you will find information about:

- How to apply
- The Trustee's role
- Trustee role description and person specification
- The Trustee's Code of Conduct
- The organisational values for Leisure & Culture Dundee
- The organisational structure
- The governance structure



Working in Partnership  
with Dundee City Council

### **Independent Trustees - How to Apply**

This paper is to assist those considering applying to serve on the Board of the Scottish Charitable Incorporated Organisation (SCIO) Leisure & Culture Dundee.

If you meet the criteria contained in the Trustee Role Description, then we would like to hear from you. To apply, please submit your CV and cover letter to our recruitment partners, Aspen People via the link [here](#).

For a confidential discussion about the role please contact Catriona Mackie or David Currie at Aspen on 0141 212 7555.

All submissions must be received by **Friday 22<sup>nd</sup> September 2023**

Those who are shortlisted will be invited to meet with the Nominations Committee whose task it is to put forward nominations for the Board of Directors of Leisure & Culture Dundee. These appointments are made by Dundee City Council in partnership with the Board of Leisure & Culture Dundee.

We wish to ensure that all applicants have a fair opportunity to participate. Please contact Ann Allardice [ann.allardice@leisureandculturaldundee.com](mailto:ann.allardice@leisureandculturaldundee.com) if there are any adjustments that need to be made to the short-listing process to accommodate a disability.

If you have any general queries about Leisure & Culture Dundee, or the role that you are considering applying for, please contact Judy Dobbie, Managing Director, Leisure & Culture Dundee, at the address given above.

tel. 01382 307460

e-mail: [judy.dobbie@dundeecity.gov.uk](mailto:judy.dobbie@dundeecity.gov.uk)

## **The Trustee's Role - Introduction**

The role of Trustee for Leisure & Culture Dundee is strategic. It is the way in which the Office of the Scottish Charity Regulator (OSCR) assures the sound governance of Scottish Charities.

Trustees help set strategic direction, and review and monitor organisational performance (both in terms of the services provided and finances). Trustees play an active role in supporting the staff and have specific responsibilities for agreeing the annual report and the financial statements for the organisation.

### **General Qualities sought in all Trustees**

1. Knowledge of some or all aspects of the purpose of Leisure & Culture Dundee.
2. Ability to contribute to the strategic direction of the organisation.
3. Understanding of the role of Trustee in relation to the operational roles of staff, corporate responsibility and other duties.
4. Enthusiasm and commitment to the general aims of Leisure & Culture Dundee:

*"To deliver, for the citizens of Dundee, and those who visit the City, high quality leisure, sport and cultural experiences which improve their quality of life."*

5. Additional Qualities:

To achieve a balance of experience and interests, Leisure & Culture Dundee is particularly interested in hearing from people with particular skills in the following areas:

- Human Resources and change management;
- Third sector/voluntary sector experience;
- Equalities;
- Public Relations, Marketing and Design;
- Knowledge of Dundee's communities.

### **Time Commitment**

Trustees will be expected to attend a Board meeting no more frequently than once every two months.

Trustees will also be expected to attend and participate in one of the sub-committees of the Board which will meet on a similar frequency.

The time commitment for Trustees has averaged two days per month.

Most meetings will require some additional time to read prepared papers which will be sent out a week in advance of the meeting.

There will be the option and request for Trustees to visit projects, or attend other one-off functions, such as exhibition openings, awards ceremonies, etc.

Trustees will be expected to take part in an Annual Review Meeting to share with us their contribution as a Trustee and their reflections and to help us learning from their experience.

### **Remuneration**

The position of Trustee is a voluntary post for which only approved expenses will be paid, according to guidelines.

### **Duration of Appointment**

Appointments are for a three-year term from the date of the next AGM. Trustees can serve for up to two terms.

### **Equalities**

Leisure & Culture Dundee promotes equality across the nine protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Leisure & Culture Dundee encourages applications from everyone and values diversity.

The Nominations Committee is charged with ensuring that the Board reflects gender balance and its composition is informed by the agreed skills matrix.

## **Trustee Role – Person Specification**

Job Role:	<b>Leisure &amp; Culture Dundee Trustee</b>
Accountable to:	Chair of the Board of Trustees
Responsible for:	The overall governance, strategic direction and management of Leisure & Culture Dundee's affairs.

### **Purpose of the Role**

Trustees help to set the strategic direction, and review and monitor Leisure & Culture Dundee's work, both financial and operational. Trustees play a key role by bringing their own experience to inform strategy to act as ambassadors for Leisure & Culture Dundee in maintaining its good reputation at all times.

The Chair of the Board may delegate certain tasks associated with this role to the Vice Chair and other Trustees.

Trustees are required to abide by the code of practice, organisational values and the regulatory requirements as set out by OSCR.

### **Trustee Specification**

#### **General Qualities**

1. Knowledge of some or all of the purposes of Leisure & Culture Dundee.
2. Ability to contribute to the strategic direction of the trust.
3. Appreciation of the difference in the strategic/governance role of a Trustee in relation to the operational and managerial role of staff.
4. Enthusiasm and commitment to the aims of Leisure & Culture Dundee.

#### **Specific Skills**

##### **1. Scrutinising information:**

- Ability to scrutinise information supplied to Trustees via papers, reports and documents to enable effective and timely decision making.

## **2. Contributing and communicating:**

- Ability to communicate and liaise with fellow Trustees and with the Leisure & Culture Dundee Management Team to ensure effective communication and appropriate decision making.
- Ability to work with a wide range of stakeholders upholding the reputation of Leisure & Culture Dundee at all times.
- Good communications and interpersonal skills, diplomacy and friendliness.

## **3. Evaluating and Decision Making:**

- Ability to work co-operatively with the Chair, other Trustees and the Management Team to arrive at decisions which best meet Leisure & Culture Dundee's objectives and the expectations held of its service users and primary stakeholder, Dundee City Council.
- Act at all times in the best interests of Leisure & Culture Dundee, its beneficiaries and future beneficiaries.
- Work with other Trustees and the Managing Director to determine overall direction and development of Leisure & Dundee through the good governance, clear strategic planning and the setting and managing of performance targets.

## **4. Financial and Budgetary Control:**

- Ensure robust financial and business planning management systems, including risk management procedures, are in place for internal and external financial control and the protection of Leisure & Culture Dundee's funds and assets.

## **5. Health and Safety:**

- Awareness of the duty of care for the health and safety of all associated with the organisation, its staff, volunteers, service users and the general public.

## **6. Values and Reputation:**

- Uphold and work within the organisational values and the Leisure & Culture Dundee code of conduct.
- Work co-operatively with other Trustees and Leisure & Culture Dundee staff.
- Avoid potential conflicts of interest and declare these when they arise.



- Maintain absolute confidentiality about all sensitive/confidential information received in the course of carrying out the duties which come with the post of Trustee.
- Attend induction training, take part in an annual appraisal of the role of Trustee and provide appraisal feedback.

## **Trustee Code of Conduct**

### **Introduction**

The objective of the Code of Conduct is to ensure that all Trustees operate the highest standards of integrity at all times, as they are required to do. This code expands upon clauses 84 and 85 of the constitution of Leisure & Culture Dundee. The purpose of the Code of Conduct is to ensure that Trustees of Leisure & Culture Dundee are above any criticism or suspicion in terms of propriety and integrity in their conduct.

The Code of Conduct is reinforced by:

- A commitment from all Trustees to the Code of Conduct.
- A commitment from all Trustees to declare any personal conflicts of interest.
- A commitment from all Trustees to take steps to avoid conflicts of interest by not participating in decision-making where a potential conflict has been declared.
- A commitment from all Trustees to ongoing review and updating of a register of interests.
- The duties of the Board, as set out in the constitution of Leisure & Culture Dundee.

### **Enhancing Governance:**

- I will participate in induction, training and development activities for Board Members.
- I will continually seek ways to improve Board Governance practice.
- I will support the Chair in his/her efforts to lead the organisation.
- I will support the Managing Director and his/her staff team in their own development, and the effectiveness of Leisure and & Culture Dundee.

### **Leaving the Board:**

(There are a number of constitutional requirements set out in section 71 of the constitution.)

- I understand that any substantial breach of any part of this Code of Practice may result in my removal from the Board of Trustees.
- Should I decide to resign from the Board, I will inform the Chair in advance, in writing, stating my reasons for resigning. Additionally, I will participate in an exit interview.

### **Protecting Leisure & Culture Dundee's Reputation:**

- I will strive to establish respectful, collegiate and positive relationships with those with whom I come into contact in my capacity as an ambassador for Leisure & Culture Dundee.
- I will not speak as a Board Member of Leisure & Culture Dundee to the media or in a public forum without the prior knowledge and approval of the Chair and the Managing Director.
- When prior consent has not been obtained, I will inform the Chair or Managing Director at once when I have spoken as a Board Member of Leisure & Culture Dundee to the media or in a public forum.
- When I am speaking as a Member of the Board of Leisure & Culture Dundee, my comments will reflect current organisational policy, as agreed collectively by the Board, even if these do not agree with my personal views.
- I will respect organisational, Board and individual confidentiality.
- I will take an active interest in Leisure & Culture Dundee's public image, noting news articles, public opinion, and the like, and provide comment and advice on how the reputation of Leisure & Culture Dundee might be enhanced.

### **Personal Gain:**

- I will not personally gain materially or financially from my role as a Trustee, nor will I permit others who serve on the Board to do so as a result of my actions.
- I will document and receipt all legitimate expenses according to agreed procedures.
- I will not accept gifts or hospitality without the prior consent of the Chair, and without these being recorded in the Declaration of Interests.
- I will use organisational resources responsibly when authorised, and in accordance with agreed procedures.

### **Board Meetings:**

(This section reflects each Trustee's personal commitment to the Board, and is supplementary to the provisions relating to conduct of board meetings, as set out in 93 to 107 of the constitution.)

- I will strive to embody the principles of leadership in all my actions, and live up to the aspirations and values of Leisure & Culture Dundee.
- I will abide by all Procedures and Practices relating to governance at Board level.
- I will strive to attend all Board meetings, giving apologies ahead of time to the Managing Director if unable to attend.
- I will study the agenda and other information sent to me in advance of the meeting, and be prepared to debate and vote on agreed items during the meeting.
- I will honour the authority of the Chair and respect his/her role as meeting leader.
- I will engage in debate and voting in meetings according to procedures, maintaining a respectful attitude towards the opinions of others, while making my opinion heard.
- I will accept a majority Board vote on any issue as decisive and final.

- I will maintain confidentiality about what goes on in the Board Room, unless authorised by the Chair or the Board to speak of it.

### **The Seven Principles of Public Life**

Leisure & Culture Dundee was one of the first Scottish Charitable Incorporated Organisations to be established and the first to become operational. It will follow all relevant Guidelines set out by the Office of the Scottish Charity Regulator (OSCR). Trustees will be expected to follow the seven principles of public life:

- **Selflessness:** Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.
- **Integrity:** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.
- **Objectivity:** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- **Accountability:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- **Openness:** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- **Honesty:** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership:** Holders of public office should promote and support these principles by leadership and example.

**Signed:** .....  
Trustee of Leisure & Culture Dundee

**Name:** .....

**Date:** .....

## **Organisational Values**

The Trustees and employees of Leisure & Culture Dundee, will be expected to abide by Leisure & Culture Dundee's Organisational Values in delivering its charitable purpose, as set out in section 4 of its constitution.

Specifically:

### **• A Commitment to Service Quality and Excellence:**

Leisure & Culture Dundee will be committed to attaining and maintaining the highest possible standards across all of our services and to working with a continuous focus on service improvement. This includes the way we will work and the quality of the outcomes and outputs we aim to achieve. We will not be complacent, we will review progress, challenge assumptions and push boundaries so that we continuously improve.

We will be committed to the principles of delivering excellent public service.

We will show respect to those we work with and expect them to show respect to our staff.

We will continuously seek to improve the quality of the learning and cultural experiences offered by the organisation, and will work to include those who find it more difficult to participate, for whatever reason.

We will value diversity and retain a commitment to empowering people to become more involved in the services we provide and the decisions which affect their lives.

These principles will underpin all of our actions.

### **• A Commitment to being Empowered and Accountable:**

We will ensure that our managers work in a way which facilitates people taking pride in their work. This will include systems and processes to support and manage performance, so that staff are both empowered to work effectively for Leisure & Culture Dundee, and are able to take individual responsibility for meeting the needs of our customers.

Management will also review and address issues which may undermine staff or reduce the effectiveness of the organisation. We will encourage and support employee and trade union engagement in the development of the organisation.

Everyone will be accountable - this means we will recognise success as well as mistakes, and take learning from these scenarios to improve our services.

- **A Commitment to actively share Knowledge and Skills:**

We will value staff and committee members who harness knowledge from diverse sources and who seek to share that knowledge across the organisation.

We will work in an environment that supports and thrives on co-operation, inter-agency working and mutual support. Our working practices will make time and space for staff to share knowledge and skills.

- **A Commitment to ensure Quality and promote Diversity:**

We will be committed to promoting equality of opportunity which recognises and respects the diversity of those who use our services and those who work for us.

Our Equality and Diversity Policies and Practices will mirror those of Dundee City Council, and will seek to promote equal treatment and opportunity for all, regardless of: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

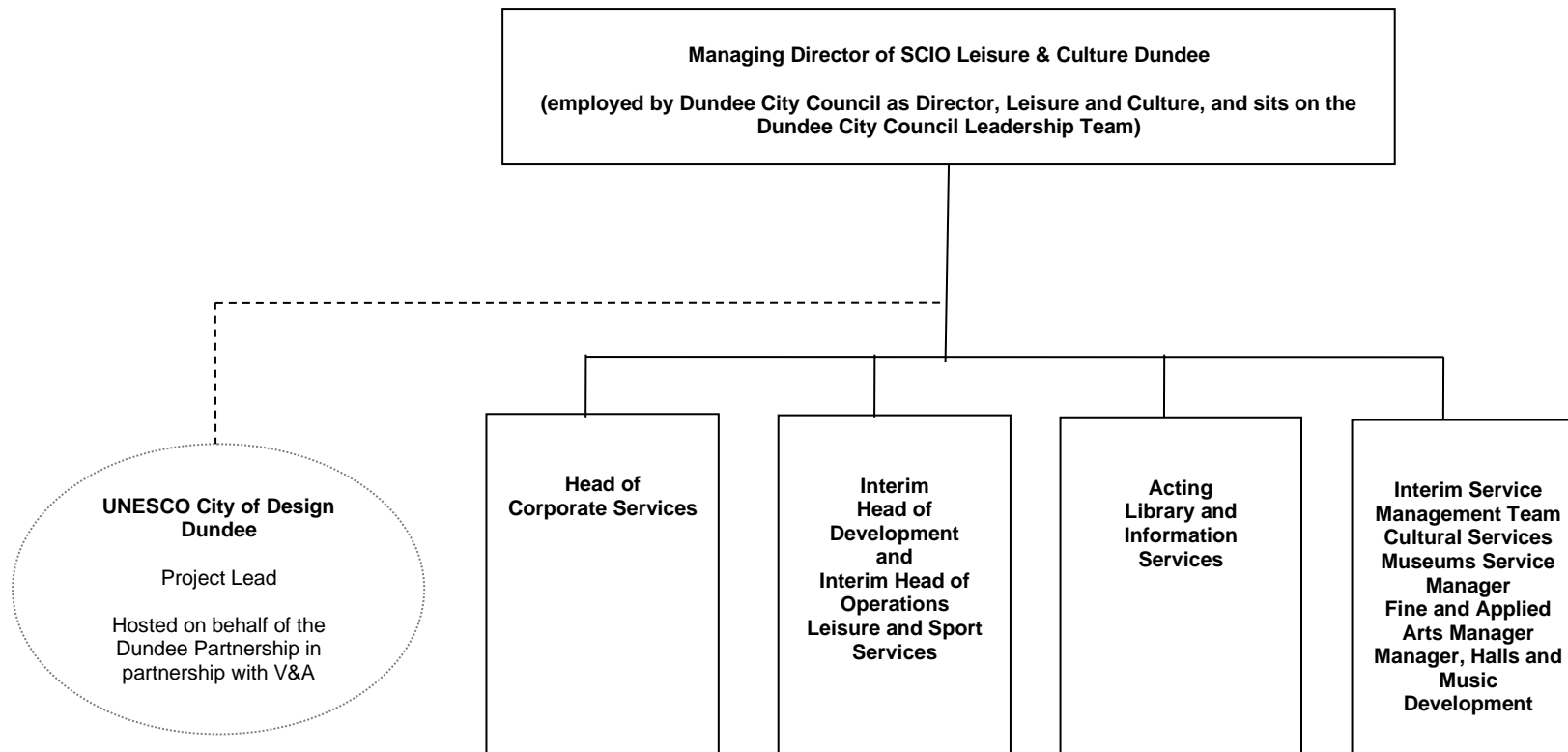
- **A Commitment to practice Corporate and Social Responsibility:**

We will ensure that our present actions do not have a negative future impact on our community. This includes considering the environmental and ethical implications of our decisions and actions.

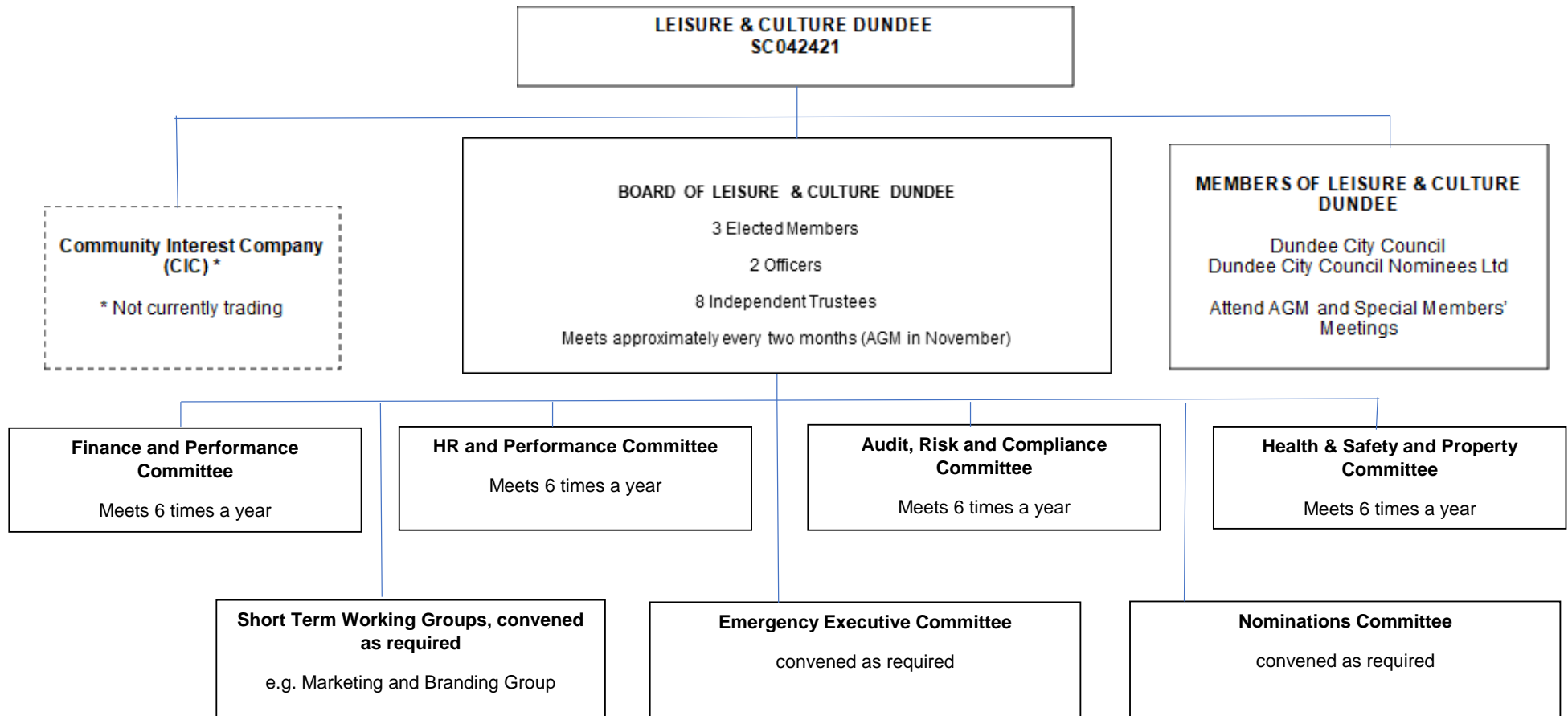


Working in Partnership  
with Dundee City Council

## **MANAGEMENT STRUCTURE**



## GOVERNANCE STRUCTURE





## CONSTITUTION OF LEISURE & CULTURE DUNDEE

The constitution of Leisure & Culture Dundee can be found at:

<http://www.leisureandculturaldundee.com/who-we-are>