

## Qualities and experience for holders of governance positions

The qualities and experience listed below in relation to each body are those which the Board of Trustees or the Council, as the case may be, would normally regard as essential or important for the particular post. However, the lists are not exhaustive and may be modified in particular cases if the body making the appointment considers that appropriate.

Because of the risk of conflict of interests members of Trust staff will not be considered eligible for appointment or election to governance positions. Normally there should be a gap of 23 months between a member of staff leaving the Trust and becoming a governance volunteer, to allow a period of independence from the Trust. The final decision should rest with the relevant governance body chair, having first taken advice from The Secretary.

### D.3 Members of the Council

All Council members should have or acquire upon appointment or election a good knowledge of:

- The core purpose of the Trust
- The Trust's strategy
- The Trust's governance, in particular the different roles of the Board and the Council

Beyond these fundamental needs, Council members should be able to demonstrate the following:

#### Qualities

- an understanding of, commitment to, and a passion for, the National Trust and its work
- objectivity, fairness, independence of mind, integrity, wisdom, discretion and good judgement
- a commitment to act solely in the best interests of the Trust and of the wider public without regard to personal interest or benefit
- a readiness to take and be accountable for decisions
- awareness of how the world is changing politically, economically and socially

- the necessary time to be an effective Council member
- a good team player
- ability and willingness to be an ambassador for the Trust and to represent the Trust positively to external audiences
- no significant potential conflicts of interest
- readiness and time to get involved in non-governance Trust volunteer activity

### **Experience, knowledge and skills**

The Council collectively should have all the attributes needed to fulfil its role and responsibilities, including in particular:

- experience, knowledge and skills in a range of areas of the Trust's work
- a range of perspectives and knowledge of the communities with an interest in and a connection with the Trust's work
- volunteer experience of the Trust's work
- an understanding of the current and future needs of the Trust's beneficiaries, including members and the wider public
- sufficient people with the potential to become members of the Board of Trustees

The time commitment for Council members is expected to be approximately 10 days a year.