

Board Chair

Role Profile and Person Specification

1. Board Chair: Role Summary	1
2. About TRACS	2
3. Board Chair: Role Description	3
4. Board Chair: Key Responsibilities	4
4.1. Governance	4
4.2. Line Management	4
4.3. Operational Overview	5
4.4. Advocacy	5
5. Board Chair: Person specification	5
6. Time Commitment	6
7. TRACS Board of Trustees	7
8. General Trustee Responsibilities	7

1. Board Chair: Role Summary

- **Role Title:** TRACS Board Chair
- **Member of/elected by:** TRACS Board of Trustees
- **Reports to:** TRACS Board of Trustees
- **Main staff contacts:** TRACS Chief Executive Officer
- **Term of Office:** Three years (with re-election up to 2 further times)
- **Position:** Voluntary (unpaid); expenses

TRACS: Traditional Arts and Culture Scotland

Registered Office: Scottish Storytelling Centre, 43-45 High Street, Edinburgh, EH1 1SR
 Scottish Charity No. SC043009 VAT Registration No. 269 2679 51



ALBA | CHRUTHACHAIL



2. About TRACS

TRACS (Traditional Arts and Culture Scotland) is a co-operative network which champions our shared traditions of music, song, storytelling, dance, crafts, customs and local languages.

Bringing together three artform forums - Traditional Music Forum (TMF), Scottish Storytelling Forum (SSF), Traditional Dance Forum of Scotland (TDFS) - TRACS exists to empower communities across Scotland to discover, develop and practise their unique traditional arts and heritage as part of our everyday life.

As an accredited NGO advisor to UNESCO on Intangible Cultural Heritage, we celebrate the local distinctiveness of Scotland's places: our shared living heritage.

Key areas of work include: Intangible Cultural Heritage, the annual Scottish International Storytelling Festival, Forums' annual programmes, The People's Parish, the Traditional Arts Mentoring programme, and the Scottish Traditional Music Archive.

TRACS comprises a non-executive Board of Charity Trustees (minimum 3, maximum 15) and a cohort of employed staff (currently 8 permanent and 3 freelance).

On a day-to-day basis, the ultimate responsibility for all TRACS' activities, strategies and management control rests with the TRACS CEO, who works closely with the Board Chair.

TRACS is supported by Creative Scotland and the City of Edinburgh Council

3. TRACS Board of Trustees

The purpose of the Board of Trustees is to further TRACS' vision and principles, ensuring it keeps within its charitable objectives in the exercising of its responsibilities and functions.

The Board of Trustees play a vital role in the development and delivery of TRACS' strategy at grassroots level as well as nationally and internationally.

The Board comprises up to 15 Trustees, drawn from the membership of its three member organisations (the artform Forums) as well as from further afield.

Three of these trustees are additionally nominated as Officer Bearers, performing the roles of Chair, Treasurer and Secretary.

Trustees are appointed initially for a fixed term of three years and are eligible for re-election for two subsequent three-year terms at the AGM.

Whilst these roles are unpaid voluntary positions, all reasonable expenses are paid, and a full induction is provided. Additional training opportunities can be arranged as required.

4. Board Chair: Role Description

In 2024, TRACS submitted a three-year plan of activity to Creative Scotland. Our ambition went well beyond previous levels of activity and funding and has resulted in the award of nearly £1.8million for the years 2025-28. Not only does this provide for security for core activity, it allows TRACS to undertake a wide range of new work for the traditional arts communities of Scotland. It is expected that over this period, TRACS will extend current areas of work and representation in music, dance and storytelling to include traditional crafts. As one of only three UK NGOS accredited by UNESCO under the banner of intangible cultural heritage, TRACS expects to provide an enhanced leadership role in this field.

The very positive position of TRACS is the product of significant work by staff and the Board, who are now looking to find a Chair who can help take full advantage of the opportunities we have. To do this, the Board is looking for someone who, in addition to being able to fulfil the role and its responsibilities, will have many of the following attributes:

- A personal understanding and involvement of the traditional arts communities in Scotland
- Experience of performance, promotion, administration or governance within the arts sector
- Direct experience of working across sectors in forming and nurturing partnerships and the ability to facilitate or lead multi-stakeholder development processes
- Engagement with national political processes in Scotland and/or internationally
- Can clearly demonstrate successful use of networking and communications at a strategic level
- Is able to support fundraising and advocacy work.

Above all, TRACS is looking for an enthusiastic, energetic and effective advocate for the traditional arts and the part they play within the life of Scotland and of all its people.

5. Board Chair: Key Responsibilities

5.1. Governance

- Convene and Chair meetings of the Board, meetings of Forum Chairs and General Meetings as agreed
- Attend meetings of the Finance & Risk and Governance & Constitution Board Committees
- Consult with the Secretary, Treasurer and staff on the preparation of agendas and supporting papers
- Ensure meetings are run efficiently, and discussion and decision-making is democratic and fully participative
- Hold the casting vote in the event of a split decision
- Ensure that AGMs and EGMs are carried out in accordance with the governing document
- Ensure effective, regular monitoring of the organisation

5.2. Line Management

- Line manage the Chief Executive Officer (CEO), including conducting their annual Personal Development Review
- Offer guidance and support to the CEO on a regular basis or upon request

5.3. Operational Overview

- Maintain effective scrutiny of the financial status of the company ensuring that it operates within a realistic and agreed budget
- Ensure that appropriate policies are developed and that the organisation adheres to those policies in its day-to-day management, planning and decision-making
- Ensure annual reviews of company performance, salaries and staff

5.4. Advocacy

- Have a public relations role and to speak on behalf of the company to the media and others when necessary.
- Represent the company in dealings with external agencies and organisations as required

6. Board Chair: Person specification

	Essential	Desirable
Knowledge & Experience	<ul style="list-style-type: none"> • Previous Board experience • Previous line management experience • Commitment to TRACS' aims and objectives as defined in its Constitution, Charitable Objectives and Mission Statement • Knowledge of finance and/or employment and/or public/private sector funding. • Keen interest in the traditional arts • Understanding of the distinctions between governance and management 	<ul style="list-style-type: none"> • Experience in the arts and/or voluntary sector and/or education sectors
Skills & Competencies	<ul style="list-style-type: none"> • Ability to Chair meetings effectively and to ensure that all meetings are managed efficiently and decisions made and acted upon • Ability to promote cohesion and trust throughout the organisation and particularly at Board level • Strategic planning skills 	<ul style="list-style-type: none"> • Understanding of business planning and ability to translate this into practice • Expertise in Charity and/or Employment Law • Experience in the management of people and staff • Contacts and a wider network with the voluntary, public and/or private sector

		and any other bodies that may be relevant to the work of TRACS
Personal Qualities	<ul style="list-style-type: none"> ● Knowledgeable, trustworthy ● Transparent, fair and constructive ● Committed to representing the best interests of the organisation 	

7. Time Commitment

- **TRACS Board Meetings:** 2 hours, 6 times per year. These meetings are held either in person or online.
- **Board Committees:** Finance & Risk and Governance & Constitution; Online approximately 4 times per year, or as often as required.
- **Meeting Preparation:** Agree board meeting agendas and review board papers in advance of meetings.
- **Regular Line Management of CEO:** Weekly check-in and/or more frequently as required.
- **Regular liaison with fellow Office Bearers:** Board Secretary, Treasurer - as required
- **Development Day:** Annual one-day development event for staff and boards of TRACS, the Traditional Dance Forum of Scotland, the Traditional Music Forum and the Scottish Storytelling Forum.
- **Training:** A range of training sessions are also offered which board members are invited to attend.

Appendix: General Trustee Responsibilities

a) Strategic aims

- Take part in formulating and regularly reviewing the strategic aims of TRACS
- Consider TRACS and its beneficiaries as a whole, whether as a member or trustee or any of its committees, sub-committees, groups etc.
- Reflect TRACS' vision and principles, strategy and major policies at all times
- Contribute specific skills, interests and contacts to TRACS and support its fundraising activities.

b) Policies and Practices

- Ensure policies and practices are regularly updated
- Follow the policies established by the Board at all times, particularly in exercising the functions of the trustees, or any of its committees, sub-committees and groups
- Attend Board meetings regularly
- Reflect the board's policies and concerns on all its committees, sub-committees, groups

c) Best Practice

- Ensure that the organisation functions with the legal and financial requirements of a charitable organisation and strives to achieve best practice
- Be an active member of the Board in exercising its responsibilities and functions
- Maintain good relations with staff, tutors, members and volunteers
- Take part in training sessions provided for the benefit of the board
- Fulfil such other duties as may be required from time to time by the Board Chair