



Roles of Trustees at Dunoon Burgh Hall Trust (DBHT)

DBHT is a charitable organisation based in the town of Dunoon on the west coast of Scotland.

In January 2025, our trustees worked together and agreed our **vision** which is to be the leading arts and entertainment venue in the Cowal Peninsula and beyond.

Our **mission** is to create an open and welcoming community venue that gives as many people as possible the chance to participate in the arts.

We have also agreed our organisation's **values** which are :

- We understand that people have differing needs and viewpoints. Our people will be welcoming, and our spaces will be for all to enjoy.
- We listen and respond to changing circumstances so that we can refine what we do to ensure we're always growing our audience
- We're passionate about what we do, and we want our audiences to share in that passion. We'll do all we can to make art for all.
- We'll plan strategically and ensure we are all working together to deliver those goals.

We have since been working on our key strategic areas which encompass

- Financial
- Business recovery and planning
- Marketing
- Events programming and income generation

Our principal areas of focus include

- Arts – Gallery/Workshops/Theatre/Music/Film/Dance
- Hospitality
- Events
- Venue Hire – Weddings/Funerals/ Parties/ Areas of the building to Rent out

DBHT trustees are there to lead, control and supervise DBHT's operational and charitable activities. Trustees are the part of the organisation who hold formal power and responsibility, which are detailed in our governing document, as well as by law.

All trustees need to be aware of this and act in the best interests of DBHT and its beneficiaries, following all requirements of law and regulation. This is sometimes referred to as the need for 'due diligence.' Should things go wrong, it's the trustees that will be called to account.

To enable Dunoon Burgh Hall Trust (DBHT) to meet its aims, trustees should perform the following functions:

- Set and maintain the vision, mission, and values of the organisation.
- Develop direction, strategy, and planning.
- Understand and apply the Dunoon Burgh Hall Trust company objects
- Ensure the organisation has the structure and resources for its work.
- Establish policies and procedures to govern organisational activity, including guidance for the board, volunteers, and staff.
- Establish systems for reporting and monitoring.
- Manage risk and ensure compliance and accountability with the governing document, external regulators, and the law.
- Make certain that the financial affairs of the organisation are conducted properly and are accurately reported.
- Follow the most recent DBHT code of conduct for Trustees 2024

In unusual and temporary circumstances, trustees may on occasion need to work beyond their legal role and become more involved in operational matters to support and enhance recovery of DBHT's business operations.

Remuneration

All DBHT trustees are volunteers and are not paid for undertaking their roles or travel from home or usual place of work to undertake their trustee roles.

Length of tenure

DBHT trustees will normally be appointed for a first term of four years. Subject to satisfactory performance as a trustee and meeting the attendance requirements, this may be extended for a further four years following which the Trustee must stand down.

A trustee may stand down at any point during this term of office if they cannot fulfil all the required functions of a trustee or if their personal circumstances, health or choice means they decide the trustee role is no longer appropriate for them.

Previous trustees may choose and are welcome to continue as a volunteer at DBHT if they wish to continue to offer their knowledge and skills to the charity, albeit not in the role of a trustee.

Who can become a Trustee/board member at DBHT?

The charitable objectives that enshrine the activities of DBHT require that trustees must be resident in the Cowal Peninsula

There are also specific legal restrictions to who can be a trustee of an organisation holding charitable status. DBHT is a registered charity (Scottish Registered Charity SC041392, Scottish Registered Company No SC375576, VAT No 192628091

Our charitable status means that:

- You must be 16 years of age or over

- You can't be a charity trustee if you're an undischarged bankrupt or have an unspent conviction for dishonesty or an offence under the Charities and Trustee Investment (Scotland) Act 2005.
- You can't be a charity trustee if you have been removed under either Scottish or English Law or the courts from being a charity trustee, or a person disqualified from being a company director.
- People who have committed a serious offence against children may be disqualified as trustees.

For more information see the Office of Scottish Charity Regulator (OSCR) '[Guidance for Charity Trustees](#)'.

Office holders at DBHT

Whilst each DBHT trustee has equal legal and financial responsibility, some trustees will need to take on specific roles, so the board functions effectively. These trustees are often referred to as 'office bearers' or 'honorary officers' and generally include a Chairperson, Treasurer and Secretary.

Some organisations may have additional office bearers such as a Vice-Chair, Communications Officer, etc. The following are taken from the Scottish Council for Voluntary Organisations (SCVO) guidance

The Chairperson

Has a leadership role and is usually the line-manager of the chief executive/senior manager on DBHT's behalf. Key duties can include:

- Agreeing agendas for the meeting in consultation with the staff and other trustees
- ensuring meetings are run efficiently, and discussion and decision-making is democratic and fully participative
- holding the casting vote in the event of a split decision
- ensuring that AGMs and EGMs are carried out according to the governing document.

The Chairperson may also represent DBHT at external events and meetings, act as a cheque signatory, and take part in staff recruitment. DBHT also appoints a Vice-Chairperson to share the workload and deputise for the Chairperson.

Treasurer

It's important that all trustees collectively play their part in financial monitoring and decision making.

The treasurer's primary role is to assist and advise the board in overseeing the finances, even if paid staff deal with much of the day-to-day financial business. Some of the treasurer's tasks can include:

- controlling and accounting for the organisation's finances

- issuing receipts for cash received, keeping records of cash paid out, and being a counter signatory to any major banking transaction
- overseeing bookkeeping
- presenting financial reports, raising issues, and answering questions at regular meetings and the AGM
- liaising with the auditors or financial examiners for the annual review of accounts
- ensuring statutory returns are made to any relevant regulators.

Company Secretary

The company secretary doesn't have to be a board or staff member, or anyone directly connected to DBHT. If a board member is the company secretary they retain all the normal rights and responsibilities of a director – including the right to make decisions and vote at board meetings.

If the secretary is someone else, e.g., a staff member, the position does not automatically make them a member of the board, or a member of the organisation, and they have none of the rights or responsibilities of either.

The Secretary can be responsible for many specific tasks, some of which will be regular practical administrative duties of paid staff in larger organisations. These can include:

- convening meetings and booking rooms
- dealing with correspondence and being a cheque signatory
- preparing agendas for meetings (in consultation with the Chairperson)
- taking the minutes of meetings and ensuring back-up information is available where required.
- preparing paperwork for meetings
- overseeing procedures for the operation of the board (e.g. organising the AGM)
- providing the Registrar of Companies with required information e.g. financial returns, changes in directors, and notification of where the organisation's records are kept.

At DBHT, at the present time, our company secretary is the DBHT administrator Gillian Donaldson

Board meetings

DBHT hold board meetings so Trustees can make the main decisions of the organisation where only trustees can vote. Board meetings should be regular (4-10 per year) and well planned to ensure effective decision making. Before holding a meeting it's important to:

- clarify its purpose
- decide who's attending and who's running the meeting

- work together, listen, and manage differences constructively
- ensure that the agenda is useful and that clear minutes are produced.

Board meetings should not be taken up with reporting on past activities and work, they should focus on setting the strategic direction and development of your organisation in the future.

All trustees are expected to attend a minimum of 70% of board meetings

Sub-committees

DBHT has set up sub-committees to tackle detailed planning or policy development in specific areas. DBHT subcommittees provide an excellent opportunity to involve other people from within and outside of DBHT, and can be useful for potential new trustees

Some of DBHT subcommittees are long term e.g.

- Finance Committee
- Marketing Committee
- Events Committee

And some are shorter term e.g.

- Fundraising events

Any decisions made by subcommittees need to be approved by the board though this can be though the board approved scheme of delegation

Document version control

Version number	Change or update	Author or owner	Date approved by Board	Next review due
1.0	July 2025	CMK/GD	July 2025	June 2028

Dunoon Burgh Hall Trust company objects – extracted from the June 2016 Articles of Association of The Dunoon Burgh Hall Trust

5.1 The company's objects are: (a) to advance heritage through preserving for public benefit the historical, architectural, and constructional heritage that may exist in and around Dunoon and Cowal in buildings (including any part of a building, and any other structure or erection) of beauty or of historical, architectural or constructional interest, and in particular the Dunoon Burgh Hall; (b) by generally advancing the Dunoon Burgh Hall as a community and cultural resource to advance

the arts and culture and to advance citizenship and community development through maintaining a cultural programme there (which shall include Music, Art, Film, Dance, Literature, Photography) for use by and in participation with the local community in Argyll & Bute Council Electoral Ward 7 Dunoon and Argyll & Bute Council Electoral Ward 6 Cowal, as defined by the Local Government Boundary Commission for Scotland, Fourth Ward Review 2007 and by members of the public in general; (c) The advancement of citizenship or community development (Including rural or urban regeneration and the promotion of civic responsibility and volunteering); (d) the advancement of education; (e) The provision of recreational facilities, or the organisation of recreational activities, with the object of improving the conditions of life for the persons for whom the facilities or activities are primarily intended, and only in relation to recreational facilities or activities which are primarily available to members of the public at large ("the charitable objects").

5.2 The company's objects are restricted to those set out in article 5.1 (but subject to article 5.3).

5.3 The company may (subject to first obtaining the consent of OSCR) add to remove or alter the statement of the company's objects in article 5.1; on any occasion when it does so, it must give notice to the registrar of companies and the amendment will not be effective until that notice is registered on the register of companies.