



Independent member of the Senior Management Remuneration Committee

More about the role

The National Trust in brief

We are a charity founded in 1895 by three people who saw the importance of our nation's heritage and open spaces, and wanted to protect them for everyone to enjoy. More than 120 years later, these values are still at the heart of everything we do. We look after special places throughout England, Wales and Northern Ireland for ever, for everyone.

We look after the coastline, forests, woods, fens, beaches, farmland, moorland, islands, archaeological remains, nature reserves, villages, historic houses, gardens, mills and pubs. We restore them, protect them and open them up to everyone. For the Trust, conservation has always gone hand-in-hand with public access. We welcome everyone to explore:

- Over 775 miles of coastline
- Over 247,000 hectares of land
- Over 350 historic houses, gardens and parks, ancient monuments and nature reserves

Many of our properties are unable to fund their own permanent preservation. The cost of caring for them is high: our overall conservation project expenditure in 2014/15 was £103 million. Most of our property is held inalienably, so it can never be sold or developed against our wishes without the consent of Parliament.

We rely on the support of our members, donors and volunteers, as well as income from grant-making bodies and commercial activities such as retail and catering, to look after the special places in our care.

A personal message from Tina Lewis Director of People & Legal Services

Our organisational strategy identifies a number of new challenges for us over the next ten years. Whilst our core purpose is well defined – *looking after special places, for ever, for everyone*; our challenge is to achieve our core purpose by actively engaging people with our places and our cause, so we become an organisation which:

- through our conservation work and public communications, responds to the threats of today, while ensuring we maintain the highest standards of care for the legacy we look after;
- people believe that what we do is relevant to their day to day lives, and are connected emotionally and practically to our places and what we stand for;

- and in which we have the skills and resources we need to do our job with ease and confidence

Our people, both our staff and volunteers, are critical to achieving this ambition.

Our People Strategy – focussing on the right training, systems, processes and culture to enable our staff and volunteers to deliver

Over the last decade we've become more welcoming. As a charity that looks after places for everyone to enjoy – that's important. We want to build on that. All of our work is possible because of our staff and volunteers. We want our staff and volunteers to have the skills and resources they need to do their jobs with confidence and ease, so they can play their part in delivering our strategy.

We have over 7,000 dedicated and skilled staff who work with us all year and a further 4,000 staff who join us through our busiest summer months. Whether our staff are permanent or just with us for a few months we take their welfare and training seriously – along with our volunteers they are our ambassadors.

Our ten year people strategy aims to support the organisational strategy so it becomes a reality in each and every one of our locations and in every interaction we have with our visitors and supporters. The people strategy builds on the work that we have delivered over the last five years, which has focused on building the confidence and capability of our people; becoming a more efficient organisation and creating a strong service culture.

This work has created a strong base to build from - we have skilled, passionate and engaged people working and volunteering for the Trust. Our levels of staff engagement and volunteer recommendation are high (our staff engagement scores are upper quartile compared to other organisations); and because of this we are now a Top 100 Best Not for Profit Organisation and have been rated as an 'outstanding' organisation to work for' by Best Companies. We have a stable organisational structure and our development plans are bearing fruit.

However, the key to our future success will be to not only ensure our people have the right skills and are highly engaged; but also that they are flexible, agile and focusing on the right things; and that they are working collaboratively with energy and pace to deliver our strategy.

People strategy 2010-2014

Over the last strategy period, we introduced new values and behaviours, a new performance management process and improved staff survey as a management tool. We focused on leadership and service skills and the professional development of the consultancy, and put in place talent management and succession planning frameworks. We also introduced self-service HR processes for managers and staff, to improve efficiency and autonomy and provide better management information.

Our new strategy to 2025 means we need to embed the above, whilst building our conservation capability in land management and curatorship; developing our engagement skills, knowledge and resources; and improving strategic workforce planning.

People strategy 2015-2025

Taking all of the above into account, over the next ten years we will focus on:

1. Building the capability and confidence of our people

Our organisational strategy highlights three areas of capability where we need to focus:

- Land management: improving our land management will mean reviewing the requirements for our rural and building surveyor professions, as well as our property teams.
- Curatorship and interpretation: transforming our visitor experience requires a different approach to curatorship and a new competence around interpretation.
- Marketing: a short-term, but significant, re-alignment of processes, accountabilities and structures, followed in the longer term by building excellence in data analysis, proposition development, testing, evaluation and deployment.

These three areas will involve in-depth organisational design work, looking at the capacity and skills required in-house, and our processes to attract, develop, reward and lead the best.

In addition to this strategic focus, we will continue to embed the people foundation work ensuring effective training and career development processes are in place, continuing to focus on property team leadership, developing a strong service culture and enhancing the skill of our consultancy.

2. Becoming an efficient and sustainable organisation

Our strategy moves us from an emphasis on 'going local' (delegation) to 'think national, act local'. This means being clearer on accountabilities and standard processes. We will focus on these areas:

- Implementing the Systems Simplification Programme: supporting the organisation to implement the changes to systems and processes and realise the expected efficiency benefits
- Decision making: providing clearer accountabilities, more explicit decision making processes and rules and standards
- Efficient management: supporting managers to make better decisions on people issues through clearer policies, processes and management information

3. Building a flexible and more agile people resource

We need a more strategic, more responsive approach to managing our people resource. Over the next ten years we will focus on:

- Information: developing a better understanding of where our resource is currently, how this may need to change over time to respond to our strategy, what our optimum structures are and how income and staff costs are related
- Flexible structures: developing a process for deploying our skills more flexibly across the organisation, starting with the consultancy
- Ways of working: reviewing policies, contracts and recruitment processes to support more flexible working

- Career paths: developing policies that encourage development and promotion of internal talent, and removing barriers to people changing roles.

4. Creating the climate for success

We believe that all of the above are supported by an evolutionary change in culture, away from a 'good amateur' and hierarchical 20th century organisation and toward an organisation that is:

- Expert – do our jobs with confidence and to a high standard
- Flexible – an agile, innovative, flexible, integrated organisation
- Efficient – clear on accountabilities and focused on delivery
- Energised – staff and volunteers will be proud and energised to work for us
- Collaborative – working together to deliver the strategy

To support this we will make sure that these aspirations are reflected in our recruitment, selection, induction, training, performance, reward and leadership processes and programmes. We will also review our employer brand to ensure we can attract and retain people who reflect our cultural aspirations; and that we become an 'employer of choice' for land management, curatorship and interpretation, and marketing talent.

About the Senior Management Remuneration Committee

The Senior Management Remuneration Committee is appointed by the Board of Trustees to manage the remuneration and terms of employment of senior managers in the National Trust. The Committee's remit includes the remuneration of the Director-General and all other Executive Team and senior directors. The Committee also oversees our Executive Team succession plan, ensuring we maximise our managerial talent, we maintain high-calibre senior management team and that we have the talent within the organisation to deliver the organisational strategy.

The Committee is made up of at least three members of the Board of Trustees, and one or two external, independent members. The committee meets formally twice a year although our independent members are often asked to provide advice or input every couple of months.

Our Committee members are champions of the Trust. We look forward to receiving your application to become part of the team that famously looks after beautiful places for ever, for everyone.

Tina Lewis
March 2016