

Regional/Country Advisory Boards

Terms of Reference

Role

Regional/Country Advisory Boards advise, support and challenge directors and their teams to help them deliver the Trust's strategy in their region/country.

Membership

Between six and ten members (including the Chair) to be recruited from within the region/country.

Main responsibilities

- To advise on how the Trust's national strategy is implemented in a regional/country context and to offer constructive support and challenge to the director and his/her team in the delivery of regional/country business plans.
- To contribute to debates on major issues affecting the future success of the region/country.
- To support the regional/country director to establish and develop a presence in the region/country by acting as an ambassador for the Trust externally, opening doors and making introductions with key contacts and stakeholders.
- To bring knowledge of the region/country, its people and their needs to the Trust.
- Wherever possible, to provide support on projects and other challenges as requested by staff, outside of the RAB meetings.

Ways of working

- RABs will usually meet three times a year.
- It is anticipated that much of RAB members' involvement will happen outside meetings through the provision of advice to staff on projects, other initiatives and regional contacts/networks.
- Each meeting will explore a particular topic (or topics) of relevance to the delivery of the regional/country business plans, as agreed by the regional/country director in advance.
- Chairs may invite Board and/or Council members to attend RAB meetings on an occasional basis.
- Administration will be light-touch. Beyond meeting agendas and brief outcome notes of each meeting any papers or material supplied in advance will be kept to a minimum.

- Each year the RAB chairs will provide written updates for the Board of Trustees highlighting key issues or concerns in their regions/countries. Chairs may also contact the Board if their RABs have concerns or views they wish to bring to the attention of the Board.
- The RAB chairs will meet twice a year with the Trust Chairman and/or Deputy Chairman, Director-General, the Director of Operations & Consultancy and other staff as required.
- All RAB members should share and demonstrate the Trust's Values and Behaviours (see Annex).

Communications

- Staff will provide updates to RAB members about key regional and Trust wide developments and about overall performance against agreed performance measures.
- RAB members will have access to the intranet and other internal communication channels.
- There will be an annual conference for all RAB and Advisory Group members to discuss issues of general interest/concern and to receive updates from staff.

Appointments

RAB Chairs

- RAB Chairs will be appointed by a panel consisting of a Trustee, a member of the RAB, the Regional/Country Director and an independent member.
- Appointments will be open to all and advertised on the Trust website and/or through regional/country media.
- Appointments will be for fixed three-year terms, with the possibility of one renewal.

RAB members

- The Chair and Regional/Country Director are responsible for overseeing appointments to RABs. They will ensure that at any time the membership of the RABs reflect the diversity of the populations in their regions/countries.
- Appointments will be for fixed three-year terms, with the possibility of one renewal.
- Appointments will be open to all and advertised on the Trust website and/or through regional/country media.
- Appointments will be made by a panel consisting of the RAB Chair, a further member of the RAB and the Regional/Country Director.

Annex: The National Trust's Values and Behaviours

The National Trust's Values and Behaviours

Values	Behaviours
Love places	We love special places. We all value special places and the role they have in people's lives. We understand and keep their spirit alive, conserving our natural and cultural heritage for generations to enjoy. We celebrate the distinctiveness of our places, keeping them honest and authentic, not uniform, fake or unloved. We are all ambassadors for the Trust, promoting the importance of special places and the experiences they offer.
Share our common purpose	We work together to look after special places for ever, for everyone. We trust and empower each other to make the right decisions, working collaboratively and at pace. We build effective relationships, learning from each other and promoting simplicity, fairness, innovation and learning. As we work towards achieving our common purpose we're clear on what we're accountable for, making decisions within agreed frameworks.
Inspire people	We inspire people to love special places. We're warm, welcoming and actively part of the communities around us. We encourage and listen to other people's views, needs and suggestions and we exceed people's expectations with our positive 'can-do' attitude. We thrive by involving people in what we do, inspiring them to share our passion for special places.
Think long term	We look after special places for people for ever. We're dynamic, far-sighted and ready to lead for the long term. We behave in a sustainable way, reducing our impact on the environment and spending wisely to make sure we have the financial security to look after special places for ever. We keep things simple and are imaginative about finding better ways to do things.