

2024/2025

Election Pack

Trustees and National Officers

rbl.org.uk



ROYAL BRITISH LEGION

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Foreword

Welcome from the National Chair and Director General



Jason Coward
National Chair



Mark Atkinson
Director General

In May 2025, the Royal British Legion will reach its 104th anniversary and in the same month our members will elect a new National Chair and National Vice Chair, three Trustees and 12 Membership Council Representatives. This is the largest and most significant set of elections in recent years. We encourage all members to consider stepping forward to play an important leadership role in our much-loved charity and together ensure the Royal British Legion continues to serve the needs, and represent the interests, of the Armed Forces community.

We exist to bring together nations, communities and individuals to create better futures for the Armed Forces community and their families. To do this, we need a clear and compelling strategy, a committed army of members and volunteers, talented staff, a network of partner organisations and strong financial performance. Importantly, we also need good governance: National Officers with the time, skills and credibility to push the organisation forward; Trustees who can set strategy and oversee its successful delivery; and Membership Council Representatives who can help drive the very best membership experience for all.

Serving in one of these national roles is both demanding and hugely rewarding. There is no better opportunity to strategically influence and shape the work of our charity – now and in the future. We have reviewed the elections process to make our expectations as clear as possible; to provide information and support to anyone who might be considering standing for election; and to help them demonstrate through the application process how their RBL or wider experience might stand them in good stead. Our Governance Team led by Chief of Staff, Colonel (retd) Clare Waterworth, is on hand to advise anyone who might be interested and to support Voting Branches as they make nominations and cast votes. At any time, you can contact them with questions and queries at: **Elections@britishlegion.org.uk**.

The Royal British Legion is built on the principle of Service, not Self. This is a fantastic opportunity to serve the charity – its beneficiaries and members – as we seek to modernise and deliver for our ever-changing Armed Forces community.



Jason Coward National Chair



Mark Atkinson Director General

Nomination and Election Process

Nomination and Election Process

Overview

1. This pack has information to support the process of nomination and election for Trustees and National Officers. In it, you will find all the information and supporting documents that Voting Branches will need to submit nominations for the elections, which are due to take place prior to Annual Conference 2025.
2. In 2025, three Trustees will be elected. Those elected will serve a three-year term commencing at the close of Annual Conference 2025. Elected Trustees may serve no more than three full terms and one partial term
3. Also in 2025, in addition to the Trustee roles, the National Officer roles (National Chair and National Vice Chair) positions are also part of the election cycle. Those elected will serve a three-year term commencing at the close of Annual Conference 2025.
4. In accordance with Rule 5.2 of the Schedule to the Royal Charter (Rules of the Royal British Legion), the Board of Trustees shall from time to time determine an appropriate selection process for all prospective members of the Board, including but not limited to, meeting the essential requirements of any role description and eligibility criteria.
5. The process includes an independent assessment to ensure that suitably qualified nominees who understand and support the wider remit of RBL, and who meet the competencies required to become a Trustee of the RBL, are presented to voting branches for election. We have designed questions for applicants (para 21), and an updated assessment process (para 32) to enable applicants to show how they meet the requirements for the Trustee/National Officer roles.
 - a. Submitted, on or before 30 September in the preceding calendar year, (in other words 30 September 2024) its receipts and payments accounts for the Legion's previous Field Financial Year; and
 - b. Submitted, on or before 31 December in the preceding calendar year, (in other words 31 December 2024) its completed "Form MS1 - Branch Information" for the Legion's current Corporate Financial Year.
7. If Branches are in any doubt about whether they are a Voting Branch or if potential applicants wish to confirm which Branches are Voting Branches, they should contact the RBL Governance team via email at **Elections@britishlegion.org.uk** to confirm compliance.

Nominations

8. In accordance with Rule 6.2 of the Schedule to the Royal Charter (Rules of the Royal British Legion), Voting Branches may nominate one person for the position of National Chair and one person for the role of National Vice Chair. Nominations from Branches not compliant within the definition of Voting Branches (as set out above) will not be accepted. Nominations must be passed at a General Branch meeting (not a Branch Committee meeting) by a simple majority.
9. In accordance with Rule 7.2 of the Schedule to the Royal Charter (Rules of the Royal British Legion), Voting Branches may nominate one Member or Life Member for the position of Trustee. Nominations from Branches not compliant within the definition of Voting Branches (as set out above) will not be accepted. Nominations must be passed at a General Branch meeting (not a Branch Committee meeting) by a simple majority.
10. Nominees must be Members, or Life Members, of the RBL and willing to be nominated for the position of Trustee or National Officer.
11. In accordance with Rule 2.3 of the Schedule to the Royal Charter (Rules of the Royal British Legion) you must be a member of at least one Branch to be nominated.

Participation in the Nomination and Election process

6. In accordance with Rule 29.2 of the Schedule to the Royal Charter (Rules of the Royal British Legion), only 'Voting Branches' as defined in the RBL's Royal Charter may nominate or vote in these elections. A Voting Branch is defined as a Branch which has:

12. Greater diversity and inclusion across the RBL are objectives that underpin all our work. As such, we welcome applications from all suitably qualified persons regardless of their race, sex, disability, religion/belief, sexual orientation, or age. All nominees must be aged 18 or over and must not be disqualified from acting as a charity trustee. See Charity Commission guidance: **Automatic disqualification guidance for charities - GOV.UK (www.gov.uk)**
13. Details of the roles and responsibilities of Trustees and National Officers are included in this pack, together with the expectations for Trustees and National Officers (pages 14-18). Branches are asked to review these materials carefully before considering nominating a candidate.
14. Nominations (either attached to an email in PDF format or in hard copy by post) should be submitted on the nomination form (Appendix E) to reach the RBL Governance team via email to **Elections@britishlegion.org.uk** or via post marked for the Attention of the RBL Governance Team, RBL Haig House, 199 Borough High Road, London SE1 1AA, Haig House no later than **5pm on Friday 17 January 2025**. Nominations received after this date will not be accepted. The receipt of nominations will be acknowledged by e-mail so please ensure postal nominations contain an appropriate email contact address.
15. Each nomination form (Appendix E) must be accompanied by:
 - a. The written consent of the nominee and a signed declaration of legal compliance to be a charity trustee (Appendix F)
 - b. Evidence that the nominee is a Life Member or a Member of The Royal British Legion (eg. copy of membership card)
 - c. Completed 'Questions for Applicants' as set out in Appendix A (Trustee), Appendix B (National Chair) or Appendix C (National Vice Chair).
 - d. Personal Statement and Curriculum Vitae (CV) (see para 22)
16. At the point that a nomination is submitted by a Branch, nominees are requested to inform their County/District Committee of their nomination so that their position is known.
17. Nominations without the required information, and/or not made on the appropriate nomination form, will not be accepted, and will be returned to the submitting Branch.
18. **Trustees** – if three or fewer nominations are received for the Trustee positions by the closing date (5pm, Friday 17 January 2025) and provided that these nominees are assessed as meeting the minimum skills and standards required to be a Trustee of the RBL, then they shall be considered automatically elected as Trustees without the requirement for a ballot. Branches will be informed if this is the case. Where there are more than three nominations for the position of Trustee and provided that these candidates are assessed as meeting the skills and standards required to be a Trustee of the RBL, an election will be held as outlined below.
19. **National Officers** – if only one nomination is received per role for the National Chair or National Vice Chair positions by the closing date (5pm, Friday 17th January 2025) and provided that these nominees are assessed as meeting the minimum skills and standards required to be a Trustee and National Officer of the RBL, then they shall be considered automatically elected into the respective role without the requirement for a ballot. Branches will be informed if this is the case. Where there is more than one nomination per role for the position of National Chair or National Vice Chair, and provided that these nominees are assessed as meeting the minimum skills and standards required to be a Trustee or National Officer of the RBL, an election will be held.
20. All nominees for the positions of Trustee or National Officer will be subject to an enhanced DBS check which must have no adverse findings.

Questions for Applicants

21. All applicants are required to complete the 'Questions for Applicants', Appendix A (Trustee), Appendix B (National Chair) and Appendix C (Nation Vice Chair). The information that is provided will be used to assess whether a nominee meets the skills and standards required to be a Trustee or National Officer of the RBL (as outlined in the Role Profiles on pages 14-18 of this pack). This document should be word processed in 11-point Arial font. Applicants should complete this section with care. Assessments will be conducted by a panel, on behalf of the Board of Trustees, who will retain the final say on whether a candidate will be allowed to stand in the election.

Supporting Documents

22. All applicants are required to submit the following documents alongside their nomination forms:
 - a. A typed Personal Statement – a personal statement outlining what the candidate would bring to the position and what they hope to achieve during their tenure. (No more than one side A4).
 - b. A typed overview of the candidate's skills, education, and work experience, including any experience that would be relevant to the role of a Trustee and/or National Officer. This must be submitted in the form of a CV. No more than two sides A4).

Each of the above documents should be word processed in 11-point Arial font.

23. In constructing their CV and personal statement, applicants should consider including information about their background and experience to assist those on the Assessment Panel and those voting.
24. Applicants' CVs and personal statements will be collated and those which demonstrate the required skills and standards will be progressed through the assessment stage to the election stage. These will be shared in full. Applicants should be mindful of this and submit only what they are willing to be shared with Voting Branches as part of an election pack.

Briefing days

25. Three briefing sessions will be held on the following dates:
 - Wednesday 16 October 2024; and,
 - Wednesday 13 November 2024; and,
 - Wednesday 11 December 2024.
26. The sessions are not mandatory, but interested parties are encouraged to attend. Interested parties will only need to attend one session and should book their attendance via the Governance team at **Elections@britishlegion.org.uk**. Further information can be found on the RBL Elections web page **www.rbl.org.uk/elections**.
27. The sessions will offer an insight into how the Trustee and National Officer roles operate, the key responsibilities and requirements of these roles, and provide the chance to explore the typical issues that form part of Board agendas. They will also include information on the legal responsibilities of charity trustees and a question-and-answer session.

28. Reasonable out of pocket travel costs for attending one of these sessions will be reimbursed.

Canvassing

29. No canvassing is allowed, either directly or indirectly. Where canvassing is proven to have occurred, the person concerned will be disqualified from standing for any role in this round of elections/

Verification Process

30. Once a nomination has been submitted, the Governance team will undertake some basic quality assurance checks on each application to ensure all sections are complete. Checks to ensure that the nominating branch is a Voting Branch as well as a basic DBS check will be undertaken. Upon the receipt of a satisfactory outcome, all eligible nominees will be invited to an Assessment Panel.
31. If a nominating Branch is found to be non-compliant, the Governance Team will make the nominee aware. The Governance Team can provide details of Voting Branches that could be approached to support the nomination.

Assessment Panel

32. Assessment Panels will include two members of the Board of Trustees and two independent members who will meet in person with each nominee. The Panel will then make its recommendations to the Board of Trustees who will approve the final list of nominees.
33. Nominees will be notified on **21 February 2025** whether they have met the necessary skills and standards. Reasonable out of pocket travel costs for attending one of these sessions will be reimbursed.

Elections

34. Where an election is to be held, the RBL Governance team will arrange for the ballot papers and candidate information to be distributed to Voting Branches by Civica Election Services no later than **Monday 10 March 2025**.
35. A Branch General Meeting (but not a Branch Committee Meeting) of Voting Branches is to consider the candidates for the Trustee and/or National Officer roles. The Chair of the Branch General Meeting is to complete and mark on the ballot papers the Branch's preferred candidates for the available roles. Completed ballot papers must be received by Civica Election Services via post or electronically by no later than **5pm on Monday 14 April 2025**. Ballot papers arriving after that time will not be included in the count.
36. The counting of the ballots will be carried out by Civica Election Services. They will first count ballots for National Chair and National Vice Chair. To be elected to one of these roles a candidate must receive a simple majority of the votes cast. There are three vacancies for the position of Trustee. The three candidates polling the highest number of votes will be deemed elected. In the event of a tie, the election will be decided by lot. The result of the election will be announced by the Director General by no later than **Thursday 17 April 2025**.
37. The timetable for these elections is set out on page 12.

Applications For More Than One Role

38. Individuals may put themselves forward for more than one role. For example, a person may apply to be a National Officer, but should they not succeed they might wish to be considered for the role of Trustee. In this case all the appropriate paperwork should be completed for each relevant role. Such individuals must ensure they have a nomination for each role they are applying for (this may be from the same Voting Branch). At election, the roles will be considered in the order National Chair, National Vice Chair, Trustee, Membership Council Representative.
39. If an existing Trustee who has not completed their tenure is successfully elected as a National Officer then the next candidate in line for Trustee will be elected to fill that newly vacant Trustee position.

Timetable for Elections

Timetable for Elections

Date	Event
2024	
26-30 September	Election Pack issued to Branches
30 September	Deadline for Branches to submit its receipts and payment accounts in order to be a Compliant Branch and therefore be considered a Voting Branch
16 October	Briefing day for interested parties*
13 November	Briefing day for interested parties*
11 December	Briefing day for interested parties*
31 December	Deadline for Branches to submit Form MS1 in order to be a Compliant Branch and therefore be considered a Voting Branch
2025	
17 January – 5pm	Deadline for nominations from Voting Branches to reach RBL Governance Team
18 January – 14 February	Assessment Panels take place
21 February	Nominees informed whether they are being put forward for election
10 March	Civica Election Services dispatch candidate booklet and ballot papers to Voting Branches
10 March – 14 April	Voting Branches to hold Branch General Meeting to vote for preferred candidate
14 April – 5pm	Deadline for completed ballot papers to reach Civica Election Services
15 April – 17 April	Ballot papers counted by Civica Election Services. Result passed to the Director General. Candidates informed of the result by telephone Results published to RBL Branches, Trustees, County/District Chairs, and employees on RBL website
18 April – 21 April	Easter
18 May	New Trustees and National Officers take up position with effect from the close of the Annual Conference.

**These are not mandatory; interested parties need only attend one session. These will be held on Teams and in person at Haig House.*

Role Profiles and Expectations for Trustees and National Officers

Trustee – Role Profile

Core Responsibility

As a member of the Board of Trustees, you will play a strong and active part in the leadership of the Royal British Legion, upholding its values, shaping its strategic agenda and providing independent oversight, strategic guidance and specialist knowledge and advice.

Key Responsibilities

- To be legally accountable for the delivery of the Legion's charitable purpose, ensure that the Legion complies with all laws, legislation and corporate governance standards and signs off the Annual Report.
- Collaborate with the Legion's Executive Board and fellow Trustees to develop and review the Legion's strategic goals, plans and initiatives, bringing both support and constructive challenge.
- Actively engage with Board business and Board activities as well as being an active member of one or more of the Board's Sub-Committees.
- Review and approve relevant corporate policies and procedures.
- Be assured on the integrity of financial information and that financial controls and systems of risk management are robust and defensible.
- Assess and monitor the Legion's risk profile, including financial, operational, legal and reputational risks and provide insight in risk mitigation strategies.
- Provide feedback on the performance of the Executive Board. Provide advice to the Director General on the appointment of members of the Executive Board.
- Seek assurance from the Director General that the Charity has adequate succession planning for its senior staff.
- Participate in the Trustee appraisal process and in the evaluation of the performance of the collective Board, undertaking learning and development activities as required.
- Engage with relevant stakeholders, including staff, members, external agencies and partners to promote the Legion's purpose, communicate its strategic aims and objectives and champion and explain the Legion's public benefit.
- Promote ethical behaviour and the Legion's commitment to Equality, Diversity and Inclusion across the Legion's communities.
- Uphold the Legion's values, promote the standards of behaviours the Legion expects of all its colleagues and positively demonstrate the principles of the Newport Agreement (Tripartite agreement on Ways of Working between Board, Membership Council and Executive Directors).
- Participate in collective responsibility and decision making, alongside an understanding of the requirement to unite behind Board decisions and accept these as binding.
- Act appropriately in relation to perceived/real conflicts of interest and declare any conflicts of interest.
- To uphold confidentiality, remain independent and avoid acting in the interests of any individual, wider group or community.
- To support the Legion with representational and engagement activities when required.

Person Specification

- Demonstrates an understanding of the role of a Trustee and the governance and legal responsibilities required with knowledge of how governance operates within the charity/third sector.
- Has a sound and relevant knowledge of the law, the fiduciary duties and responsibilities to manage the RBL's assets. Has an awareness and understanding of financial reporting and an understanding of organisational data and metrics.
- Has a well-developed understanding of the Legion's strategy and the services it provides through knowledge of the types of RBL welfare service provisions, their scope and their impact.
- Has contributed to driving organisational change, working collaboratively as part of a senior team.
- Demonstrates an ability to focus on strategy and ability to distinguish and articulate the strategic from operational issues.
- Has experience of working in a senior team, ability to digest and understand board papers, and can understand a brief around a complex issue.
- Demonstrates strong listening skills and ability to contribute relevant points crisply and succinctly to discussion.
- Demonstrates strong influencing skills, well developed interpersonal skills and good powers of judgement, insight and vision.
- Open to feedback and committed to learning and development.
- Has a strong commitment to the Equality Diversity and Inclusion agenda with demonstrable examples of where they have personally contributed to drive positive change.

National Chair – Role Profile

Core Responsibility

The National Chair is a Trustee, leading the Royal British Legion's Board of Trustees in fulfilling their responsibilities as the Board of a large national charity. In particular, the National Chair ensures that the Board exercises good governance, provides clear direction, and oversees achievement of the Charity's vision, values and strategic objectives, working in partnership with the Executive Board.

Key Responsibilities

The National Chair fulfils the responsibilities of a Trustee, as outlined in pages 14-15. In addition, as National Chair they:

- Ensure that the Board and its Committees are effectively discharging their legal and governance responsibilities, and review membership and structures of Committees of the Board as appropriate.
- Uphold the values of the charity and lead the Board of Trustees as a strong role model for our community.
- Actively seek to embed and promote the Newport Agreement (tripartite agreement on Ways of Working between Board, Membership Council and Executive Directors) into appropriate frameworks and planning activities.
- Work collaboratively with the Director General to ensure a shared agenda and strategic goals in support of the Legion's charitable aims.
- Lead the process for the appointment of the Director General; oversee their induction and objective-setting; conduct regular performance reviews; and provide guidance, support and appropriate feedback.
- Ensure the Board of Trustees is constituted of the right balance of skills, knowledge and experience needed to govern the charity effectively, especially in the recruitment of appointed Trustees, and carry out annual appraisals of Trustees.
- Lead the appointment of the National President.
- Actively engage with the Legion's membership, to build understanding and to encourage a shared commitment to the Legion's goals, values and ways of working.
- Chair Board of Trustee meetings effectively, working with staff to shape the agenda and contents of the meeting papers in advance.
- Maintain the health of key external relationships for the Legion (for example other military charities, Government, and the Royal Household) and acting as an external ambassador as required.
- Represent the Legion at Remembrance events and other significant events led by, or involving, the Legion.
- Manage the reporting line of the National Parade Marshal including the provision of Standards to ceremonial events.

Person Specification

- Proven success in having held one of more independent trustee roles, commensurate with being appointed to the Board of a major national charity.
- Has a clear understanding and experience of how governance tools and concepts, e.g. risk management, are used to improve governance and outcomes.
- Significant high-level, relevant professional experience in a large-scale organisation, including financial and commercial awareness.
- Is an experienced Board/Committee chair and an able public speaker.
- Has an understanding of the broader charity sector, and experience of influencing, and collaborating with, key stakeholders.

National Vice Chair – Role Profile

Core Responsibility

The National Vice Chair is a Trustee and holds a key leadership role alongside the National Chair. The Vice Chair supports the National Chair through an agreed set of delegated duties which are determined upon taking office and reviewed regularly throughout the three-year term.

The National Vice Chair deputises for the National Chair as required, in leading the Board of Trustees in fulfilling their responsibilities as the Board of a large national charity, working in partnership with the Executive Board. They support the National Chair in upholding the values of the charity and leading the Board of Trustees as strong role models for our community.

The following are examples of areas of responsibility where the National Vice Chair might be called on to deputise for or support the National Chair:

- Chairing Board of Trustee meetings effectively, working with staff to shape the agenda and contents of the meeting papers in advance; and chairing Committees and forums as needed.
- To actively engage with the Legion's membership, to build understanding and to encourage a shared commitment to the Legion's goals, values and ways of working.
- Maintain the health of key external relationships for the Legion (for example other military charities, Government, and the Royal Household) and acting as an external ambassador as required.
- Representing the Legion at Remembrance events and other significant events either led by, or involving, the Legion.
- In addition, the National Chair Vice Chair fulfils the responsibilities of a Trustee, as outlined on pages 14-15.

Person Specification

- Proven success in having held at least one independent trustee role to the Board of a national charity.
- Has a clear understanding of operational and strategic risk, and the difference between the two; and can provide examples in relation to the work of the Board member, and how those risks might be managed.
- Has good understanding of key financial concepts and their importance. Knowledgeable about the Charity Commission's Governance Codes.
- Would be confident to represent the Legion and capable of building/maintaining the confidence of Legion members, beneficiaries and stakeholders.
- Can rapidly review and assesses complex papers, identify and test key points with confidence.
- Can provide assured leadership in chairing Committees.
- Can demonstrate competence in public speaking and in fielding questions at events and conferences.

Expectations of Trustees

National Officers as Elected Trustees

Once in role, the National Chair and National Vice Chair will also be Trustees and must adhere to the expectations for elected Trustees.

Time Commitment

Trustees must be prepared to give sufficient time to carry out their duties properly and diligently recognising that some roles have a greater time commitment than others.

Board Meetings

The Board of Trustees meets six times per year. All Trustees and National Officers are expected to attend.

Committees

Trustees and National Officers are also expected to be members of the Board's committees. The Board delegates certain detailed or specialist functions to its committees, whilst retaining ultimate responsibility through appropriate reporting systems. The terms of reference of all committees are approved by the Board. The key current standing committees of the Board are:

- a. Audit and Risk.
- b. Annual Conference.
- c. Governance and Nominations.
- d. Finance.
- e. Membership Council.
- f. Care Services.

Annual Events

Trustees and National Officers are expected to attend the Annual Conference, Festival of Remembrance and to take part in the Cenotaph Parade.

Conflicts of Interest

Neither Trustees nor National Officers may hold office or a voting position at County/District or Branch level. Any possible conflict of interest must be declared.

Appraisal and Development

All Trustees and National Officers will be subject to individual and collective annual appraisals, and will be given the opportunity for training and development as required.

Expenses

Neither Trustees nor National Officers are remunerated however both Trustees and National Officers will receive reasonable, out-of-pocket expenses.

Termination of a Trustee's Term in Office

In accordance with Rule 9.5 of the Schedule to the Royal Charter (Rules of the Royal British Legion) a Trustee's term of office automatically terminates if:

- a. they are prohibited by law from acting as a charity trustee (including by virtue of the Charities Act);
- b. the Trustees reasonably believe that they are incapable, whether mentally or physically, of managing his own affairs;
- c. they are absent without permission, whether given in advance or subsequently, from two consecutive meetings of the Trustees;
- d. they resign by written notice to the Trustees (but only if at least two Trustees will remain in office); or
- e. the Trustees resolve by Special Resolution that, in their reasonable opinion, the Trustee in question has acted in a way that is contrary to the Objects or he is unable to carry out properly the duties of a Trustee.

Board of Trustees Terms of Reference

The Royal British Legion Board of Trustees – Terms of Reference

These terms of reference set out the collective responsibilities of RBL's Board of Trustees. They reflect the basic legal and regulatory accountabilities which apply to all charity trustees and set these in the specific context of RBL. In addition, Trustees have personal accountabilities which are covered in the 'Role Profiles' documents (pages 14-15). All Trustees are equally responsible in law for the Board's actions and decisions and have equal status as Trustees.

These terms of reference reflect the principles of the new Charity Governance Code.

Membership and Appointment

1.1 The Board of Trustees comprises:

- a. The National Chair – elected for one term of three years.
- b. The National Vice Chair – Elected for one term of three years.
- c. Up to 14 Other Trustees:
 - Up to 7 Trustees elected for three years under a postal one-Voting Branch-one-vote process
 - Up to six Trustees appointed by the Board of Trustees for a period of three years.
 - Chair of the Women's Section
 - Re-election/re-appointment is permitted, but not beyond nine years' service as a Trustee other than when a Trustee's first term was to complete the term of an unexpected vacancy, in which case that first term may be disregarded.

1.2 Although the National President is not a Trustee, they attend meetings of the Board of Trustees at their own discretion to observe and advise Trustees when appropriate. A quorum of the Board will be eight Trustees (including within that number the National Chair and National Vice Chair if present).

1.3 The National Chair chairs the Board of Trustees, or, in their absence, the National Vice Chair will chair the Board. If both are absent, the Chair may be taken by any other member of the Board elected by those present at the meeting and entitled to vote.

1.4 The Director General, Executive Directors and Head of Governance will normally attend meetings. Other people may attend by invitation.

1.5 The National Chair may also hold meetings solely with Trustees from time to time. The Director General may attend by invitation.

1.6 The Head of Governance is the Secretary to the Board of Trustees.

Overall Accountabilities

2.1 The Board of Trustees is the collective governing body with ultimate accountability for ensuring RBL:

- Is effectively managed and run by the Director General and the Executive Board.
- Meets its overall purpose and objectives.
- Secures its long-term direction and furthers its purpose.
- Manages its resources responsibly.
- Complies with the Royal Charter, the law and appropriate regulatory frameworks.
- Has an effective mechanism for identification and management of the key risks facing the organisation.

Detailed Responsibilities

3.1 Vision

- Approve and seek assurance on implementation and progress/relevance.

3.2 RBL Culture and Values

- Act with integrity, defining, agreeing and adopting values to create a culture which helps the organisation achieve its vision and strategy.
- Role model leadership values and behaviours, holding self and others to account.
- Ensure RBL culture reflects organisational values.

3.3 RBL Five Year Strategy

- Lead the development of the strategy.
- Approve the strategy and seek assurance on performance and implementation.

3.4 RBL Annual Operating (Business) Plan and Budget

- Approve, testing alignment with strategy and vision.

- Seek assurance on performance and implementation of the annual plan.
- Approve the annual budget, including the level of deficit/surplus and any major new areas of spend/capital projects.

3.5 Corporate Governance

- Seek assurance that RBL complies with all legal and regulatory requirements.
- Approve changes to the Rules and Articles following Annual Conference as appropriate. Approve changes to the Governing Regulations.
- Establish, manage and monitor the governance framework for the Membership Council.
- Approve the Scheme of Delegation and seek assurance that the RBL acts within the terms.
- Approve RBL Report and Accounts.
- Act as custodians of RBL Group Structure – approve the establishment (disestablishment) of any subsidiary company.

3.6 Board Effectiveness

- Agree the Board of Trustees' selection, appointment, development and Code of Conduct arrangements.
- Approve the appointment of appointed Trustees.
- Ensure that the Board continues to have the mix of skills, knowledge and experience that it needs to govern, lead and deliver RBL's purposes effectively. Ensure that appropriate succession plans are in place as terms of office come to an end.
- Ensure that the Board regularly reviews its own performance and that of individual Trustees.

3.7 Risk Management

- Approve the Corporate Risk Strategy.
- Seek assurance on key risks as appropriate.

3.8 Resources

- Guardian of all RBL assets.
- Protection and best utilisation of resources, including financial assets.
- Seek assurance that RBL has the resources to achieve the agreed strategy.

3.9 Policies

Approve 'corporate' policies that arise from key legislative and regulatory frameworks, e.g.:

- Anti-bribery/fraud
- Data Protection
- Diversity and Inclusion
- Health and Safety
- Investment
- Safeguarding
- Whistleblowing

3.10 Employment/Employee Relations

- Appoint, manage and support the Director General.
- Appoint the Chief Operating Officer.
- Monitor organisational performance against delivery of RBL's strategic aims, plans and budgets, holding staff to account and supporting them in meeting these goals.
- Approve the total annual workforce expenditure – in the context of the budget.
- Approve the annual staff pay award.

3.11 Measurement and Performance

- Set direction for and agree 'balanced scorecard' and seek assurance on performance.

Appendices

Appendix A – Questions for Applicants - Trustees

Applicants must complete the following questions as part of their application. For each question please describe, using examples and evidence where possible, how you meet the skills and standards required for election to the Board. The skills and standards are set out in detail in the Trustee Role Profile on pages 14 and 15 of this pack. To assess your skills and standards please provide answers to the following questions in NO MORE than 350 words per question:

1. Understanding the role

Trustees must understand their role within a corporate board and their governance and legal responsibilities.

Summarise your understanding of the role of a Trustee, highlighting any direct experience you have had previously serving on a Board. Please provide your interpretation of the governance arrangements you are familiar with and your understanding of strategic and operational risk.

2. Technical knowledge

Trustees should have a sound and relevant knowledge of the law, their fiduciary duties, and responsibilities to manage the RBL's assets.

Summarise your understanding of the legal framework in which Trustees operate within a charity, the experience and knowledge you have in relation to financial matters pertaining to good governance and your understanding of the role of data and metrics for a Trustee board.

3. Understanding the RBL's Services

Trustees must understand the services provided by the RBL.

Briefly describe the services that RBL provide to the Armed Forces Community, any experience of these and how this relates to any other charities you have knowledge or experience of.

4. Strategic Thinking

The ability to focus on strategy is a key factor of working on a board.

Please set out your understanding of the importance of strategic thinking compared to operational thinking as a Trustee. Provide evidence of your experience if you have been involved in strategic thinking or working previously

5. Vocational Skills

Trustees need to have a number of experiential skills related to the working methods of the Board.

Provide examples of where you have worked collectively as part of a senior team. Please give an example of where you have had to interpret large volumes of complex information, and how you ensured you understood the key issues.

6. Behaviours

Trustees need to have personal credibility and work in a professional manner.

Provide an example of a situation where you have had to demonstrate strong interpersonal skills to ensure personal credibility and trust. In addition, specify what you think are appropriate communication skills for a Trustee.

7. Leadership

Trustees should have strong influencing skills, good powers of judgement, insight and vision, and good listening skills.

Provide examples of where you have demonstrated strong leadership in a senior position which has involved listening, balanced judgement and the ability to influence.

Appendix B – Questions for Applicants - National Chair

Applicants must complete the following questions as part of their application. For each question please describe, using examples and evidence where possible, how you meet the skills and standards required for election to the position of National Chair. The skills and standards are set out in detail in the National Chair Role Profile on page 16 of this pack. To assess your skills and standards, please provide answers to the following questions in NO MORE than 350 words per question:

1. Understanding the role

The National Chair needs to evidence success in holding a Trustee role which is commensurate with the appointment to the Board of a national charity

Please describe achievements and successes you have had whilst previously holding the role of a Trustee on the Board of a charity including evidence of chairing experience.

2. Technical knowledge

Shows a clear understanding and experience of good governance and how you have contributed to improved compliance and governance outcomes.

Please summarise your experience of good governance that you have been exposed to, and how you will help improve the quality of the governance of the Board.

3. Finance

Significant, high level, relevant professional experience which includes financial and commercial awareness and board level experience in a large-scale organisation.

Please summarise your professional experience of operating at a senior level within an organisation, and specifically demonstrate how you used your commercial awareness within this role.

4. Strategic Thinking

Experience of contributing to strategic reviews, with demonstrable appetite, insight and understanding of the long-term benefits..

Please provide an example of where you have contributed to a strategic review and the long-term benefits that were targeted.

5. Contributing

Able to analyse and offer commentary on complex papers, strategies and reports which provide the Board with support and stability.

Please demonstrate your experience in participating in strategic and complex issues during Board discussions.

6. Public Speaking

Is an experienced Board Chair and an able public speaker.

Please provide details of your public speaking experience and where you have dealt with questions 'from the floor'.

Appendix C – Questions for Applicants - National Vice Chair

Applicants must complete the following questions as part of their application. For each question please describe, using examples and evidence where possible, how you meet the skills and standard required for election to the position of Vice National Chair. The skills and standards are set out in detail in the National Vice Chair Role Profile on page 17 of this pack. To assess your skills and standards, please provide answers to the following questions in NO MORE than 350 words per question:

1. Understanding the role

The National Vice Chair needs to demonstrate that they have held at least one independent trustee role on the Board of a national charity.

Please evidence your experience as a Trustee on a national charity Board of Trustees.

2. Technical knowledge

Needs to demonstrate the difference between operational and strategic risk and examples of where they have contributed to both as a NED.

Please provide an example of where you have contributed strategic risk assessment discussions whilst acting as a Trustee.

3. Finance

Good understanding of key financial concepts and their importance alongside knowledge of the Charity Commissions Governance Codes.

Please evidence where you have been engaged in financial discussions at Board level and the concepts that were used.

4. Strategic Thinking

Experience of contributing to strategic reviews, with demonstrable appetite, insight and understanding of the long-term benefits.

Please provide an example of where you have worked with data or evidence to take an important strategic decision.

5. Contributing

Able to demonstrate where they have gained the confidence of Legion members, beneficiaries and stakeholders.

Please provide an example of where you have contributed to Board discussions around strategic risk and mitigations that were put in place.

6. Public Speaking

Can demonstrate competence in public speaking and in fielding questions at events and conferences.

Please provide details of your public speaking experience and where you have dealt with questions 'from the floor'

Appendix D - Election Nomination Checklist

(Each nomination must contain the following per candidate)

1	Branch Nomination Form (Appendix E)	<input type="checkbox"/>
2	The written consent of the nominee and a signed declaration of legal compliance to be a charity trustee (Appendix F)	<input type="checkbox"/>
3	Evidence that the nominee is a Life Member or a Member of The Royal British Legion	<input type="checkbox"/>
4	Personal Statement (maximum one page) and Curriculum Vitae (maximum two pages)	<input type="checkbox"/>
5	Completed 'Questions for Applicants' in no more than 350 words per question (Appendix A, B or C depending on the role)	<input type="checkbox"/>





ROYAL BRITISH LEGION

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Registered charity number: 219279