

Country and Regional Chairmen

4.1 Role

- 4.1.1 The word 'Committee' in this role description embraces the committees for Wales and Northern Ireland ('Country Committees') and those for the regions of England ('Regional Committees'). Equally, the words 'Chairman' and 'Director' embrace the Chairmen and Directors for Wales and Northern Ireland and those for the regions of England respectively.

12. Establishment of committees and advisory panels

- (1) The Board of Trustees may from time to time establish and dissolve committees including country and regional committees and advisory panels.
- (2) Except for country and regional committees and advisory panels, a committee established under this clause shall include at least one person who is a member of the Board of Trustees and may include persons who are not members of the Board of Trustees.
- (3) The Board of Trustees may delegate any of its functions to any committee established under this clause.
- (4) A committee established under this clause shall report to the Board of Trustees in accordance with any instructions given by the Board of Trustees under clause 43.
- (5) A committee established under this clause shall keep a proper record of its proceedings.

- 4.1.2 Country and Regional Chairmen act as the figureheads of the National Trust in Wales, Northern Ireland and the regions of England, chairing the Committees, providing leadership, maintaining links with key contacts/partners and representing the Trust at functions, meetings and in the media as appropriate.

4.1.3 Main responsibilities

Internal

- ensure that the Committee fulfils its terms of reference
- appoint a Deputy Chairman if considered appropriate
- work in partnership with the Director to achieve the strategies/objectives set for the country or region
- achieve an effective relationship between the Committee and the staff and volunteers
- represent the views of the Committee to the Board of Trustees, present the Annual Report of the Committee to the Board of Trustees, maintain a strong working relationship with the Chairman of the Trust, and ensure good communication between the Board of Trustees, management and the Committee
- consult with fellow chairmen and senior staff on matters of common interest.

External

- act as a representative of, and ambassador for, the Trust

- promote an effective relationship between the Trust, the local community and the wider public

4.1.4 Main tasks

- ensure the Committee fulfils its responsibilities:
 - chair meetings of the Committee, ensuring that the business of such meetings is dealt with properly and that the Committee functions effectively and carries out the duties set out in its terms of reference
 - agree with the Director agendas which will allow for consideration of all acquisition and inalienability proposals, threats to inalienable land and issues of national and regional significance
 - ensure that clear decisions are reached in light of national policy/priorities and that where necessary recommendations are put to the Board of Trustees in a timely way
 - lead the Committee in its oversight of country or regional strategy, property management plans and statements of significance
 - oversee the prudent management of the country's or region's financial dealings
 - seek to make the most effective use possible of the skills and experience of the members of the Committee
 - identify and recommend to the Committee the independent member of the appointments sub-committee
 - ensure that the Committee does not exceed the authority delegated to it
- support achievement of the strategies/objectives of the country or regional plan
 - advise the Director on the management of sensitive, complex or contentious issues
 - advise on the setting of goals which are appropriate for the resources available, and which can be monitored
 - monitor progress in implementation of National Trust strategy in the country or region
 - assist the Director-General in the appointment of a new Director when the occasion arises
- ensure an effective relationship between the Committee and the staff and volunteers
 - ensure, through the Director, appropriate communication and contact at each level
 - agree an annual calendar of meetings and visits to properties
 - represent the Trust at appropriate events in the country or region and help staff to promote the Trust locally, in particular with fundraising and legacies
 - promote good relations with NT Centres and Associations and represent the Trust at country or regional conferences of Centres and Associations
- ensure good communication between the Board of Trustees/management and the Committee
 - represent to the Board of Trustees the recommendations and advice of the Committee as required

- establish a strong working relationship with the Chairman of the Trust and its senior management
 - attend Country/Regional Chairmen’s meetings
 - promote the Trust externally
 - act as a representative of, and ambassador for, the Trust
 - establish relationships with the local community, the wider public and relevant local organisations and encourage members of the Committee to do likewise
 - promote good relations with donors, donor families and benefactors
 - deal with correspondence addressed to the Country/Regional Chairman
- 4.1.5 The Chairman will be responsible for conducting an annual review of the performance and effectiveness of the Committee. As part of this process, the Chairman will consider what measures are appropriate to train and develop Committee members to ensure they can maximise their contribution.
- 4.1.6 The core qualities and experience required for this position are listed in Appendix C to the Handbook, and may be modified in particular cases if the Board of Trustees considers that appropriate.

4.2 Appointment of Country and Regional Chairmen

26. Requirement to be a member of the National Trust

No person shall be eligible for appointment or election (as the case may be) as Chairman or Deputy Chairman, or as chairman of any country or regional committee or advisory panel, or as a member of the Board of Trustees, the Council or any country or regional committee, unless that person is a member of the Charity

- 4.2.1 The Chairman of each Country or Regional Committee shall be appointed by the Board of Trustees, assisted by its Appointments Committee. Appointments to the chairmanship of the Committee will normally be for a term of three years. Chairmen should not normally serve more than three successive full terms on these Committees. Where there has been a gap of less than 23 months between two terms of office, those terms shall be treated as successive.

Country and Regional Committees

4.3 Role

- 4.3.1 The word ‘Committee’ in these Terms of Reference embraces the committees for Wales and Northern Ireland (‘Country Committees’) and those for the Regions of England (‘Regional Committees’). Equally, the words ‘Chairman’ and ‘Director’ embrace the Chairmen and Directors for Wales and Northern Ireland and those for the regions of England.

12. Establishment of committees and advisory panels

- (1) The Board of Trustees may from time to time establish and dissolve committees including country and regional committees and advisory panels.
- (2) Except for country and regional committees and advisory panels, a committee established under this clause shall include at least one person who is a member of the Board of Trustees and may include persons who are not members of the Board of Trustees.
- (3) The Board of Trustees may delegate any of its functions to any committee established under this clause.
- (4) A committee established under this clause shall report to the Board of Trustees in accordance with any instructions given by the Board of Trustees under clause 43.
- (5) A committee established under this clause shall keep a proper record of its proceedings

- 4.3.2 The role of the Committee is to advise and support the Director in achieving the objectives set for the country/region. It will also advise the Board of Trustees on matters relating to the Country/Region. The Committee may also take responsibility, and undertake actions, for matters delegated by the Board of Trustees.

4.3.3 Main responsibilities and tasks

- advise the Director on the management of sensitive, complex or contentious issues
- monitor the conduct of the Trust’s business in the Country/Region
- scrutinise and comment on the management accounts and annual budget and accounts of the country/region
- comment at an early stage on the merit of projects and prospective acquisitions
- review, comment and make recommendation to the Country/Regional Director on proposed declarations of inalienability and on proposals by other parties to compulsorily acquire inalienable land
- discuss action to be taken in response to threats to inalienable land and to land under covenant
- review and comment on property management plans and statements of significance
- encourage local emphasis and a feeling for regional diversity in applying national policies

- establish a strong working relationship with the staff
- foster good relations with National Trust Centres and Associations, with the local community; with local policy- and decision-makers outside the Trust; and with commerce and the media
- discuss action to be taken on local issues of national significance
- approve appointments to local committees
- recruit appropriate new members to the Committee with the assistance of the Appointments Sub-committee
- report once a year to the Board of Trustees on the work, concerns and composition of the Committee over the previous twelve months

4.3.4 The core qualities and experience required for membership of a Committee are listed in Appendix C to the Handbook, and may be modified in particular cases if the body making the appointment considers that appropriate.

4.4 Membership of Country and Regional Committees

26. Requirement to be a member of the National Trust

No person shall be eligible for appointment or election (as the case may be) as Chairman or Deputy Chairman, or as chairman of any country or regional committee or advisory panel, or as a member of the Board of Trustees, the Council or any country or regional committee, unless that person is a member of the Charity.

4.4.1 Membership

4.4.1.1 The Committee will have not fewer than eight and not more than fifteen members. The quorum is four members including the Chairman or his/her nominated deputy.

4.4.1.2 Appointments of members of a Country or Regional Committee should be made by the Country or Regional Committee, assisted by its Appointments Sub-committee.

4.4.1.3 Appointments to the Committee will normally be for a term of three years. Members may expect to serve two or three terms of office of three years, making a maximum of nine years in total, if their performance is deemed to be satisfactory and the need for refreshment and balancing the skills mix on the Committee is met. Where there has been a gap of less than 23 months between two terms of office, those terms shall be treated as successive.

4.4.1.4 It is important that the membership of the Committee reflects the breadth of the Trust's work, a wide range of perspectives and a broad range of different communities with an interest in, and a connection to, the Trust's work in the Country/Region.

The Committee should include members with the potential, the appropriate backgrounds, the skills and experience and the time to become Country or Regional Chairman.

4.4.1.5 The Country or Regional Director will be responsible for proposing a programme of induction for Committee members.

4.5 Meetings

43. Regulation of procedures

- (1) The Board of Trustees may from time to time make regulations for the management and administration of the Charity, the holding of meetings and the conduct of the business of the Charity and of the Board of Trustees, the Council and any committee, sub-committee or advisory panel.
- (2) Without prejudice to the generality of paragraph (1) above regulations made under that paragraph may specify the quorum for the Council or for any committee, sub-committee or advisory panel.
- (3) Subject to the National Trust Acts and this scheme, and to any regulations made under paragraph (1) above, the Board of Trustees, the Council and any committee, sub-committee or advisory panel shall each have power to regulate its own procedures.
- (4) In this clause “regulations” includes rules, standing orders and instructions.

- 4.5.1 The Country or Regional Committee should meet quarterly, or more often if required by its Chairman, or requested by the Country or Regional Director. That Director will act as Secretary to the Committee, and will ensure that a proper record of the meetings are maintained.
- 4.5.2 Decisions will normally be taken on the basis of consensus, and otherwise on the basis of a simple majority of members present and voting at a duly convened meeting. The Chairman, or his/her nominated deputy, may cast a second or casting vote only if there is a tied vote.
- 4.5.3 Using its power under clause 43 the Board of Trustees has established a Code of Conduct and Procedures for Meetings which apply to itself and to the Council and other governance bodies. These are set out in Annexes F and G.