

2023

# Election Pack

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Four Trustees

[rbl.org.uk](http://rbl.org.uk)



ROYAL BRITISH LEGION



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# Foreword

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## Letter from the National Chair and Director General



**Jason Coward,**  
National Chair



**Charles Byrne,**  
Director General

Thank you for your interest in the Trustee nomination and election process. Trustees have an important role at RBL, and we look forward to receiving nominations.

This pack has information to support the process of nomination and election for four Trustees. In it, you will find all of 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 2023.

The Board of Trustees is ultimately responsible for governing the Royal British Legion (RBL) and ensuring that it is effectively run. All Trustees are equally responsible in law for the Board's actions and decisions and have key leadership roles. We have therefore included more background about the responsibilities and requirements of being a Trustee, so that nominees are well-informed about what the role involves and what skills are needed.

In 2023 four trustees will be elected. Those elected will serve a three-year term from May 2023. Elected Trustees may serve no more than three full terms and one partial term.

The RBL is at an important and exciting time as we develop and deliver our One Legion strategy. We must ensure that we focus our efforts to deliver the greatest benefits we can for those we serve, that we play our part in supporting and enabling the wider work of our sector and that we continue to develop the strong governance needed to ensure the RBL remains relevant and effective. It is vital that those who are elected have the skills and qualities for these important positions and can bring strong and effective leadership.

The Board of Trustees has a particular ambition in ensuring that the Board of Trustees is a diverse, inclusive, and cohesive board of trustees. The Board of Trustees recognises that if it is to deliver the best service to our beneficiaries, then our Board needs to be representative of that diverse community.

This pack continues from the 2022 elections and introduces two important changes which follow from the changes to the Royal Charter in 2019 (The 2003 Royal Charter of Incorporation and Rules Version 14 8th October 2019), and to adhere to best practice and good governance. The Trustees maintain their desire to bring the best possible candidates forward for election and who meet the basic skills requirements for Trustees of RBL so two additional steps are included in the election process.

This includes an independent check and interview to ensure that only suitably qualified nominees who understand and support the wider remit of RBL and who meet the competencies required to become a Trustee of RBL are presented to voting branches for election. In this pack at Appendix A, you will find a set of questions that each nominee for the Trustee position needs to answer so that they may be fairly and independently assessed as to whether they possess the minimum competency levels to become a Trustee of RBL.

If you have any questions about any aspect of this pack, please write to The General Counsel: [TrusteeElections@britishlegion.org.uk](mailto:TrusteeElections@britishlegion.org.uk)



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**Jason Coward**  
National Chair



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**Charles Byrne**  
Director General

# Nomination and Election Process

# Nomination and Election Process

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## Participation in the Nomination and Election process

- I. 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:
  - a. submitted, on or before 30th September in the preceding calendar year, (in other words 30th September 2022) its receipts and payments accounts for the Legion's previous Field Financial Year; and
  - b. Submitted, on or before 31st December in the preceding calendar year, (in other words 31st December 2022) its completed form MS1 for the Legion's current Corporate Financial Year.

## Nominations

2. Voting Branches may nominate one person 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 Branch meeting (not a Branch Committee meeting) by a simple majority.
3. In recognition of the fact that the Chair of the Women's Section is automatically a member of the Board of Trustees, the Central Committee of the Women's Section has agreed that Voting Branches of the Women's Section may not nominate candidates for these elections. This decision was endorsed by the Board of Trustees.
4. Candidates must be Members, or Life Members, of the RBL and willing to be nominated for the position of Trustee
5. The RBL aspires to be a more culturally diverse organisation representing the serving community, ex-serving community and our membership. As such, the Board of Trustees welcomes applications from all suitably qualified persons regardless of their race, sex, disability, religion/belief, sexual orientation, or age. All candidates must be aged 18 or over and must not be disqualified from acting as charity Trustees. See Charity Commission guidance: <https://www.gov.uk/guidance/automatic-disqualification-rules-for-charity-trustees-and-charity-senior-positions>
6. Details of the responsibilities of Trustees are included in this pack, together with the qualities required for the positions and a trustee competency matrix. Branches are asked to study these very carefully before considering nominating a candidate. The RBL is a large, complex, and multi-faceted organisation. A Branch should therefore not nominate a candidate unless it is certain that the proposed nominee has all the attributes required to carry out the onerous duties involved in these high-profile positions.
7. Nominations (either attached to an email in PDF format or in hard copy) should be submitted on the appended nomination forms to reach the General Counsel at the dedicated email address [TrusteeElections@britishlegion.org.uk](mailto:TrusteeElections@britishlegion.org.uk) or at Haig House no later than **5pm on Friday 13th January 2023**. Nominations received after this date will not be considered. The receipt of nominations will be acknowledged by e-mail.
8. Each nomination must be accompanied by:
  - a. The written consent of the nominee and a signed declaration of legal compliance to be a charity trustee
  - b. Evidence that the nominee is a Life Member or a Member of The Royal British Legion
  - c. A completed 'Questions for Nominees' form
  - d. Personal Statement and Curriculum Vitae (see overleaf) and
  - e. A recent passport-style photograph of the nominee.

# Nomination and Election Process

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9. Candidates are requested to inform their County/District Committee of their nomination so that their position is known.
10. 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.
11. If four or fewer nominations are received for the Trustee positions by the closing date (Friday 13th January 2023) and provided that these candidates are assessed as meeting the minimum skills and attributes required to be a trustee of the RBL, then they shall be considered automatically elected as Trustees without the requirement for an election. Branches will be informed if this is the case. Where there are more than four nominations for the position of Trustee and provided that these candidates are assessed as meeting the minimum skills and attributes required to be a trustee of the RBL, an election, as outlined below, will be held.
12. All applications will be subject to a DBS check which must have no adverse findings.

## Questions for Nominees

13. All candidates are required to submit a completed 'Questions for Nominees' form, which can be found at Appendix A of this pack. The information that is provided will be used to assess whether a candidate meets the minimum standard of competency required to be a trustee of the RBL (as outlined in the Trustee Competency Matrix on pages 14 & 15 of this pack). Candidates should complete this section with care as there will not be another opportunity to provide this information. The suitability assessments will be done by an independent third party, Hunters, (see Janice Scanlon, Appendix D) 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.

## Personal statement

14. All candidates are required to submit 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.
  - b. Typed Curriculum Vitae (CV) – A written overview of the candidate's skills, education, and work experience, including any experience that would be relevant to the role of a trustee. This must be no longer than two A4 pages.
  - c. Completed 'Questions for Nominees' form
  - d. Passport style photograph.
15. In constructing their CV, candidates should consider including information about their background and experience which is most likely to assist those voting in making a decision.
16. CVs will not be edited prior to dissemination, but candidates will be offered an opportunity to amend their personal statement on completion of the assessment process and if they are put forward for election.

## Briefing session for candidates

17. All nominated candidates will be invited and encouraged to attend a briefing session in person at Haig House, London or virtually via Microsoft Teams. Three sessions will be held as follows: Wednesday 16th November 2022; Wednesday 14th December 2022; and Wednesday 11th January 2023. A candidate will only be requested to attend one session. Candidates should book the date they prefer in advance. The session will offer candidates a better understanding of the responsibilities and requirements of these appointments. The sessions will offer an insight into how the Board of Trustees operates and provide the chance to explore the typical issues that form part of Board agendas. There will also be a briefing on the legal responsibilities of charity Trustees and a question-and-answer session. Reasonable out of pocket travel costs for attending one of these sessions will be reimbursed.



# Nomination and Election Process

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## Canvassing

18. No canvassing, either directly by the candidate him/herself or indirectly on a candidate's behalf, may be undertaken. Where canvassing is proven to have occurred, the candidate concerned will be disqualified from standing for election.

## Elections

19. Where an election is to be held, the General Counsel will arrange for ballot papers, candidates' Personal Statements and any other relevant material to be distributed to Voting Branches by CIVICA no later than 17th March 2023.
20. A Branch Meeting (but not a Branch Committee Meeting) of Voting Branches is to consider the candidates. The Chairman of the Branch Meeting is to complete and mark on the ballot papers the Branch's preferred candidates, up to four crosses for the Trustees. Completed Ballot papers must be received by CIVICA via post or electronically by no later than **5pm on Thursday 4th May 2023**. Ballot papers arriving after that time will not be included in the ballot.
21. The counting of the ballots will be carried out by CIVICA. To be elected, a candidate must receive a simple majority of the votes cast. 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 no later than **Friday 12th May 2023**.
22. The timetable for these elections is set out on the following page.

# Timetable for Elections

## Timetable for Elections

Date	Event
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### 2022

26th-30th September	Election Pack issued to Branches
16th November	Briefing day for nominees*
14th December	Briefing day for nominees*
31st December	Deadline for branch to submit MS1

### 2023

31st January	Deadline for nominations from Voting Branches to reach General Counsel
11th January	Briefing days for nominees*
8th February	Nominees informed whether they are being put forward for election
13th-17th March	CIVICA dispatch CV booklet and ballot papers to Voting Branches
4th May	Deadline for completed ballot papers to reach CIVICA
8th-12th May	Ballot papers counted by CIVICA. Result passed to the Director General who will inform candidates of the result by telephone  Results published to RBL Branches, Trustees, County/ District Chairmen, and employees and on RBL website
21st May	New elected Trustees take up position with effect from the close of the Annual Conference.

\*These are not mandatory, and all sessions are identical, so if you choose to attend, you will only need to attend one of these dates.

# Board of Trustees – Qualities Required

## Board of Trustees – Qualities Required

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The collective responsibilities of Trustees are set out in the terms of reference of the Board of Trustees (pages 16-18). In addition, all Trustees require the following qualities of commitment and understanding:

- a. A commitment to RBL's vision and values.
- b. Integrity to behave in line with RBL's values and always act in the best interests of the organisation and its current and future beneficiaries.
- c. The ability to build effective working relationships with others based on mutual positive regard.
- d. An understanding of the Trustee role and legal responsibilities.
- e. A commitment to good governance and the motivation to support RBL to deliver its purpose most effectively for public benefit.
- f. Awareness of the environment in which RBL operates, and of issues affecting the voluntary sector.
- g. A readiness and ability to explain RBL's public benefit.
- h. The ability to understand and analyse a wide range of information and maintain a balanced and objective view in reaching solutions.
- i. An acceptance of collective responsibility and appreciation of confidentiality. Able to unite behind Board decisions and accept these as binding.
- j. Sufficient time to effectively carry out Trustee responsibilities, including time spent preparing for meetings and sitting on board committees and other bodies where needed.
- k. A commitment to abiding by the standards of probity and behaviour laid down in the Trustee Code of Conduct.
- l. An understanding of the concept of real and perceived conflicts of interest and preparedness to declare any such potential conflicts.
- m. The ability to remain independent and to act in a personal capacity and not as the representative of any organisation or individual.
- n. Preparedness to participate in Trustee induction and other training/briefing as required and willingness to undertake visits to RBL sites from time to time.

# Board of Trustees Qualities Required – Trustee Competency Matrix

## Royal British Legion (RBL) Trustee Competencies – A Maturity Matrix in support of developments and improvements

Version 4 – Approved by Governance Committee 16th September 2021

Key Elements	Progress Levels				
	1: Appointable Meets the standard for Appointment to the Board	2: Early Progress Demonstrates application of competences to add value to the Board	3: Fully Capable Meets the level to be a fully capable and competent member of the Board	4: Mature Proven success in independent Trustee roles. Appointable to the Board of a major national charity	5: Exemplar Demonstrates leadership and added value at the higher level
<b>Understanding the Role:</b> Trustees must understand their role within a corporate board and their governance and legal responsibilities.	Able to articulate governance and legal responsibilities of the RBL Board of Trustees. Knowledge of how governance works in a public/private/charity organisation.	Able to use constructive challenge in a way that is valued by Board members.	Able to explain strategic and operational risk, distinguish between them and provide examples without reference to documents.	Can show how governance tools and concepts, such as risk appetite, have been used to improve governance in own organisation.	Accepted expert on governance and involved in commenting or teaching around the role of the Board.
<b>Technical Knowledge:</b> Trustees should have a sound and relevant knowledge of the law, their fiduciary duties, and responsibilities to manage the RBL's assets.	Knowledge and experience of appropriate legal issues. Able to read and explain a set of accounts. Able to understand data and metrics.	Able to describe compliance, regulation regimes for charitable organisations. Understands relevant charity and sector specific legislation.	Fluent understanding and grasp of the key financial concepts, and why these are important. Knowledgeable about Charity Commission's governance codes.	High level of relevant professional experience e.g., commercial law, and board level experience in complex, large-scale organisations.	Has led the board of a complex organisation or has had a board level leadership role in a significant national/international enterprise.
<b>Understanding the RBL's Culture and Services:</b> Trustees must understand the strategy and services of the RBL.	Can describe the various types of RBL welfare service provisions.	Can comprehensively describe RBL welfare services and those of those similar charities. Understands main processes of RBL funding streams.	Would be confident to represent the RBL. Respected by RBL members, beneficiaries, and stakeholders.	Significant understanding of broader charity sector, including developing aspirations of main stakeholders.	A national level expert in the main specialism of the RBL and the ex-service charity sector or in a relevant management discipline.

## Board of Trustees Qualities Required – Trustee Competency Matrix (continued)

<p><b>Strategic Thinking:</b> The ability to focus on strategy is a key factor of working on a board.</p>	<p>Able to distinguish strategic from operational issues and understand risk issues.</p>	<p>Able to articulate local strategy and describe how it was developed. Fully conversant with policy environment.</p>	<p>Able to describe risk environment to strategy, and relevant controls to these risks.</p>	<p>Has contributed to strategic reviews. Demonstrates appetite, insight and understanding to deliver significant long-term benefits. Prepared to apply this knowledge to the work of the RBL.</p>	<p>Has been intimately involved in or directed national-level strategic initiatives.</p>
<p><b>Vocational Skills:</b> Trustees need to have a number of skills related to the working methods.</p>	<p>Able to digest and understand board papers. Experience of working in a senior team. Can understand a brief around a complex issue.</p>	<p>Able to Chair committees and contribute to quasi-judicial proceedings. Can make relevant challenge points around main areas of board work. Able to explain complex issues crisply. Quickly understands key points within a complex argument.</p>	<p>Able to rapidly review complex papers, such as business cases and can identify and test key points. Able to demonstrate sound and assured leadership as Chair of committees.</p>	<p>Able to dissect and offer commentary on complex papers, strategies, and reports. Provides the Board with stability and support by being able to reference back to previous decisions.</p>	<p>Has successfully contributed to multiple significant organisations over an extended period.</p>
<p><b>Behaviours:</b> Trustees need to have personal gravitas and work in a professional manner.</p>	<p>Has gravitas. Demonstrates listening skills and is able to contribute relevant points crisply and succinctly to discussion and able to work in a collegiate manner.</p>	<p>Trusted and respected by colleagues for personal integrity. Self-aware and astute with natural authority. Good powers of persuasion.</p>	<p>Able to answer detailed questions in board-to-board situation in clear, straightforward manner. Unflappable under pressure.</p>	<p>Confident to provide creditable, direct, relevant, and useful feedback to colleagues. Trusted by colleagues as a discreet sounding board.</p>	<p>Can withstand considerable personal and professional pressure. Resolute, confident, and decisive. Imparts confidence and is considered a peer by national leaders.</p>
<p><b>Leadership Calibre:</b> Trustees should have strong influencing skills, good powers of judgement, insight and vision, and good listening skills.</p>	<p>Experience of having held a senior position contributing to strategies for driving organisational change.</p>	<p>Able to exert influence and to persuade through reasoned argument.</p>	<p>Would be able to deputise for any other Trustee if required.</p>	<p>Has chaired board committees or has taken on specific leadership assignments on behalf of the RBL.</p>	<p>Appointable as Chair of a significant national charity or similar. Emphatic and unerring ability to lead an organisation with resilience and determination.</p>

# Board of Trustees – Terms of Reference



# The Royal British Legion Board of Trustees

## – Terms of Reference

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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 'Trustee Qualities' document (pages 12-15). 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. They were approved by the Board of Trustees in June 2018.

### 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
    - Chair of the Women's Section
    - 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.
    - Re-election/re-appointment 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, he/she attends meetings of the Board of Trustees at his/her 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 his/her 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 General Counsel 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 Corporate 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 RBL Mission and 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.

# The Royal British Legion Board of Trustees

## – Terms of Reference

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### 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 & Inclusion
- Health & 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.

# Practical Information

# Practical Information About the Expectations of Trustees

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## Meetings

Meetings of the Board of Trustees take place at six times per year.

## Committees

The Board delegates certain detailed or specialist functions to committees, while 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. Conference.
- c. Nominations, Remuneration and Governance.
- d. Finance.
- e. Membership Council.
- f. Care Services.

## Annual Conference

Trustees are expected to attend Annual Conference unless unavailable due to other RBL commitments or for reasons authorised by the National Chair.

## Festival of Remembrance and the Cenotaph Parade

Trustees are expected to attend the Festival of Remembrance and to take part in the Cenotaph Parade unless unavailable due to other RBL commitments or for reasons authorised by the National Chair.

## Time Commitment

Trustees must be prepared to give sufficient time to carry out their duties properly and diligently.

## Conflicts of Interest

Trustees may not hold office or a voting position at County/District or Branch level. Any possible conflict of interest must be declared, and the Board's interests must always prevail.

## Appraisal

All Trustees will be subject to individual and collective annual appraisals.

## Expenses

Trustees will receive reasonable, out-of-pocket expenses.

## Retirement, Resignation or Dismissal of Trustees

RBL values the commitment and input of all Trustees but recognises that there will be circumstances when the relationship between RBL and a Trustee must come to an end. The following circumstances will make the role of Trustee untenable:

- a. Written notice of resignation;
- b. Bankruptcy or insolvency or any other reason which automatically disqualifies an individual from acting as a Trustee;
- c. Unsatisfactory level of clearance being received following a DBS (Disclosure and Barring Service) or screening application;
- d. Becoming incapable for medical reasons of fulfilling the duties of a Charity Trustee;
- e. Being directly or indirectly interested in any contract linked to RBL's activities and failing to declare that interest;
- f. Absent from two consecutive Board meetings without the National Chair's prior approval in advance of each meeting;
- g. Any Trustee subsequently appointed as an employee of RBL shall be deemed to have resigned from their position as a Trustee with immediate effect;
- h. The National Chair reserves the right to ask a Trustee to step down if there is an evident conflict with RBL's mission, values and objectives, or where there is failure to accept majority decisions or other serious contravention of the Trustee Code of Conduct.

# Appendices

# Appendix A – For Trustee Positions

## Questions for Nominees – 2023

Nominees must complete the following questions as part of their acceptance of nomination. For each question please describe, using examples and evidence where possible, how you meet at least the minimum standard required for election to the Board. The standards and requirements are set out in detail in the Trustee Competency Matrix on pages 14 & 15 of this pack.

To assess your skills and experience, 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. In particular, please provide your interpretation of the legal requirements for this role, 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 strategy and services of the RBL.*

Briefly describe the services that RBL provide to its serving and veteran 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.*

Summarise your interpretation of strategic thinking and the difference between strategy and operational thinking. 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 skills related to the working methods.*

Provide examples of where you have worked collectively as part of a senior team and your role within the team; where you have been provided with a complex brief and how you have ensured you have understood the key issue. Finally, if you have experience of reading and understanding board papers and the challenges they can bring, give examples.

### 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 Calibre

*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

### Branch Nomination for Election for The Board of Trustees – 2023

To: Director General

I certify that the following nomination for the Board of Trustees was passed by a simple majority at  
a General Meeting of.....

Branch, held on the ..... day of .....

This Branch has considered the responsibilities and qualities required for the position of Trustee and  
believe that the nominee named below meets these requirements.

Name of nominee: .....

Enclosed for the above nominee are:

- a. Written consent to being nominated and signed declaration of legal compliance to be a charity trustee ('Acceptance of Nomination' form).
- b. Completed set of questions and Personal Statement, including a recent, passport-sized photograph;  
and
- c. Evidence that the nominee is a Life Member or Member of the RBL.

Signature of Branch Chairman: .....

Date: .....

## Appendix C

### Acceptance of Nomination Form for Election for The Board of Trustees – 2023

To: Director General

I accept the nomination of ..... Branch  
to be a Trustee of The Royal British Legion.

I have read and understood the role definition and qualities required for this role and have completed the questions section to demonstrate that I have the necessary skills and qualities required for the position of Trustee.

I declare that:

- I am over the age of 18.
- I am not automatically disqualified from acting as a Charity Trustee (if in doubt see Charity Commission guidance:  
<https://www.gov.uk/guidance/automatic-disqualification-rules-for-charity-trustees-and-charity-senior-positions>)

Name of Nominee	
Date of Birth	
Contact Numbers (mobile & landline)	(M) (L)
Email Address	
Home Address (inc. Postcode)	
National Insurance No.	
Signature	
Date	

**Please Note:** All applications will be subject to a DBS check which must have no adverse findings.



# Checklist

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**Each nomination must be accompanied by:**

<b>A</b>	The written consent of the nominee and a signed declaration of legal compliance to be a charity trustee (Appendix C).	<input type="checkbox"/>
<b>B</b>	Evidence that the nominee is a Life Member or a Member of The Royal British Legion	<input type="checkbox"/>
<b>C</b>	Personal Statement (maximum two pages) and Curriculum Vitae (maximum two pages)	<input type="checkbox"/>
<b>D</b>	A completed 'Questions for Nominees' form in no more than 350 words per question (Appendix A)	<input type="checkbox"/>
<b>E</b>	A recent passport-style photograph of the nominee	<input type="checkbox"/>

## Appendix D – Details of Independent Assessor

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### **Janice Scanlan – Associate Head of Non-Executive Search, Hunters**

Janice joined Hunters at the beginning of 2019 after spending more than 23 years working with the chair and non-executive community.

She started her career in the Civil Service, latterly in the Department of Health, in several different policy and operational roles. In 1996 she joined the Department's Appointments and Honours team, her introduction to working with chairs and non-executive directors in the health sector.

In 2000, Janice took a leading role in the establishment of the NHS Appointments Commission and was then appointed to lead its recruitment and selection teams. In 2006, Janice took on additional responsibilities of working across Government and later became the Commission's Deputy Chief Executive.

In 2012 the restructuring of the NHS led to the abolition of the Commission which led to Janice joining the NHS Trust Development Authority as its Head of Governance & Non-Executive Development. The creation of NHS Improvement in 2016 enabled Janice to focus on the development and support of the whole provider chair and non-executive community, both NHS trusts and NHS Foundation Trusts. She left NHS Improvement at the end of 2018.

Janice is widely regarded as an expert on non-executive issues in the public sector, particularly in the NHS. During her time working in this field, she was responsible for developing and introducing many initiatives to increase the diversity of those appointed to these important roles, including most recently NHS Improvement's NEXt Director scheme and Aspirant Chair Programme.

In the event that you wish to discuss the role of a Trustee and the election/selection process in confidence, you will need to contact Janice at [JScanlan@Hunter-Healthcare.com](mailto:JScanlan@Hunter-Healthcare.com)





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