

TERMS OF REFERENCE

Post title: Lead Trustee for Communications & Engagement

Organisation: West Mercian Wing Board of Trustees

Reporting to: Wing Chair

Date approved: 01 Oct 26

Review date: 01 Oct 27

1. ROLE PURPOSE

The Lead Trustee for Communications & Engagement provides leadership and coordination for communications between the Wing Board of Trustees and Squadron Trustees across West Mercian Wing. The role aims to ensure trustees receive timely, relevant and engaging information that supports effective governance, encourages collaboration, and promotes consistency across the Wing.

The post holder will lead the planning, production and coordination of regular trustee communications, whilst supporting wider engagement initiatives that encourage the sharing of knowledge, consultation with trustees, and continuous improvement of trustee support. The role will also coordinate trustee-focused public communications, including press releases that promote the charitable work and community impact of the Wing and its squadron charities.

The role combines editorial, organisational and communication skills to help ensure trustees remain informed, connected and able to fulfil their responsibilities effectively.

2. KEY RESPONSIBILITIES

2.1 TRUSTEE COMMUNICATIONS

- Coordinate the production and distribution of regular communications to squadron trustees.
- Produce and maintain a monthly trustee briefing containing governance updates, policy changes, news, events, opportunities and examples of best practice.
- Liaise with the wider Wing Board of Trustees and other stakeholders to gather relevant content for trustee communications.
- Ensure communications are clear, accurate, timely and appropriate for the intended audience.

2.2 TRUSTEE ENGAGEMENT

- Support initiatives that encourage engagement between trustees across the Wing.
- Coordinate surveys, consultations and requests for feedback on behalf of the Wing Board of Trustees

- Identify opportunities to improve communication with trustees and encourage greater participation in Wing initiatives.
- Promote the sharing of successful projects, fundraising initiatives and governance best practice between squadrons.

2.3 INFORMATION MANAGEMENT

- Maintain an awareness of policy changes, governance updates and national developments that may affect trustees.
- Work with the Wing Chair and other Lead Trustees to ensure communications accurately reflect current RAFAC policy and guidance.
- Support the ongoing development of communication channels available to trustees, including the Wing Trustee Hub and other approved platforms.
- Help ensure important governance information remains accessible and up to date.

2.4 CAMPAIGNS & PROJECTS

- Support communication campaigns that promote trustee initiatives, recruitment, training or governance improvements.
- Assist with the planning and delivery of engagement activities as agreed by the Wing Board of Trustees.
- Contribute communication expertise to wider Wing projects where appropriate.
- Support external communications where trustee-related messaging or governance information is required.

2.5 PUBLIC RELATIONS & TRUSTEE COMMUNICATIONS

- Lead the planning, preparation and dissemination of press releases relating to the charitable activities of West Mercian Wing and its squadron charities.
- Coordinate the production of press releases for key events and milestones, ensuring messaging is accurate, consistent and aligned with RAFAC policy.
- As a minimum, coordinate the production and distribution of an annual press release for each squadron's Annual General Meeting to support trustee recruitment, raise awareness of the squadron charity and promote community engagement.
- Where appropriate, support squadron trustees in producing and distributing local press releases, providing guidance, templates and editorial support.
- Work with the Wing Chair, Squadron Chairs and other stakeholders to identify opportunities to promote the work and impact of the Wing and its squadron charities through local and regional media.
- Promote good practice in public communications, ensuring appropriate approvals are obtained and all communications comply with RAFAC policy, charity law and data protection requirements.

3. EXPECTATIONS OF THE ROLE

- Provide timely, accurate and engaging communications on behalf of the Wing Board of Trustees.
- Maintain awareness of relevant RAFAC policy, charity governance developments and Wing priorities.
- Work collaboratively with the Wing Chair, Wing Treasurer, Lead Trustees and squadron trustees.
- Exercise sound judgement when handling sensitive or confidential information.
- Promote a culture of openness, collaboration and continuous improvement across the trustee community.
- Escalate significant issues, risks or communication concerns to the Wing Chair.

4. AUTHORITY

This role holds no line management responsibility but may coordinate communication activity on behalf of the Wing Board of Trustees. Authority is derived from the Wing Board of Trustees via the Wing Chair.

The post holder will be an appointed trustee of the Wing funds and must act in accordance with charity law and RAFAC policy. This role does not override the decision-making authority of Squadron Chairs, Squadron Boards of Trustees or the Wing Board of Trustees.

5. TERM AND COMMITMENT

- Appointed by the Wing Chair for an initial term of 12 months, renewable annually by agreement.
- Expected time commitment is approximately 5 hours per month, although this may vary depending on publication schedules, consultations and ongoing projects.
- Attendance is expected at quarterly Wing Board of Trustees meetings and other trustee meetings or events where appropriate.
- Regular liaison with the Wing Chair and other members of the Wing Board of Trustees will be expected to coordinate communications and maintain awareness of current priorities.