



Trustee Recruitment Pack – October 2023

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Background Information on current situation and FAQ

It has now been a month since the AGM, and on behalf of the interim Trustee Board we would like to provide you with an update on the recruitment of the new OutdoorLads Board.

Firstly, we would like to thank everyone who attended the AGM both in person and online, and to address some questions that some felt were not fully addressed during the meeting itself.

In the weeks leading up to the recent AGM it became clear that the Trustees did not have the confidence of a significant number of members and leaders. As a result, Trustees who had remaining time on their three-year terms, agreed to step down and those who may have stood for re-election did not stand.

At the AGM, in Manchester, members voted to appoint three interim Trustees who would propose a new Board structure, carry out a recruitment process and present the best candidates to an Extraordinary General Meeting for approval.

Members also voted to appoint Jake Higgins as a permanent Trustee in the role of Treasurer.

The interim Trustees appointed are Peter Walter (ex Chair), Dave Lawrence (ex Chair) and Neil Sharp (ex Trustee). The interim Board have also been supported by another ex Chair - Matt Tenant.

We are now pleased to share our proposal for the structure of the new Permanent Board. In arriving at this point we have consulted with five previous Chairs, current and past staff, the Regional Co-ordinators, the Chairs of Sub Committees and we have received the views of 60 members. We have also considered guidance from relevant bodies like the Charity Commission.

We now propose that the new Board will be made up of the following roles:

1. Chair
2. Treasurer (already appointed)
3. Trustee for Delivery of Paid Events
4. Trustee for Delivery of Day Events
5. Trustee for Members, Leaders and Staff
6. Trustee - Members' Representative

We believe the above structure allows the Board to operate effectively with Trustees focussed on the strategic elements of what we need to do to be successful.

The sub-committee structure that has been in place for a few months will provide crucial support to the Board and allows us to have a smaller, more effective team of Trustees.

If you are interested in applying for any of the new Trustee positions, please read all the documentation in the attached briefing.

What happens next for roles 1, 3, 4 and 5:

1. The Interim Trustees will assess the applicants for each role and judge their suitability against the criteria set out in the brief. This will include an interview even if there is only one applicant.
2. If multiple candidates come forward for a role, the best two will be interviewed by the Trustees.
3. Following interviews, the candidate to be recommended to the EGM will be chosen by the Trustees.
4. The candidates recommended will be asked to submit a manifesto that will be published with the EGM papers.
5. At the EGM Members will vote for or against the appointment of each candidate. Candidates will be elected to the specific role that they have applied for.

The role of Trustee - Members' Representative (Role 6) is NOT being recruited by the Board. This role is appointed entirely by the members' vote. Only one position is available, but any number of candidates can stand for election. The person with the most votes at the EGM will be appointed. This post is for one year only. The other posts are for three years.

Frequently Asked Questions

What if a popular candidate isn't put forward to the EGM?

- If the members believe a person is the best person for the job it is very unlikely that the Trustees would take a different view. The respect in which a candidate is held by members would be a strong factor in the decision-making process.

If a candidate is not put forward by the Trustees can they still stand?

- Yes. An eligible member could still stand. They would be standing without the support of the Interim Trustees but they could still get over 50% of votes in their favour.

At the end of the EGM the Interim Trustees (Peter, Dave, Neil) will step down.

If you have any questions on the above process, or would like to learn more about the above roles we will be holding a video meeting on Monday 23rd October at 7pm. You can view all details on the [event page here](#).

How to apply for one of the trustee positions

If you are interested in applying for any of the new Trustee positions, please read all the documentation in the attached briefing, including the role description and the collective responsibilities section.

To apply, you will need to email your application to <mailto:vacancies@outdoorlads.com> before 4pm on Friday 3rd November. Your application must include the following:

- Why are you applying? (no more than 500 words)
 - What skills and experience do you bring to the role?
 - How do your skills and experience help the Trustee Board meet the strategic aims of the charity?
- Your ODL username.
- The names (and user names) of two people who are nominating you. They must be full or concession members of OutdoorLads.
- A CV, LinkedIn profile or similar.

We will acknowledge your application and advise of next steps shortly afterwards.

For each position, the two preferred candidates will be invited to interview. The successful candidate will be recommended to the members to be voted in at the EGM.

If you are interested in applying for the Member Elected Representative role, please do not apply yet. Once the date for the EGM has been communicated, we will let you know what you need do to in order to stand for election.

The Essential Trustee Jigsaw & Governance Jigsaw (from the Charity Commission)

The following two pages are taken from the Charity Commission's guidance, and included here as they quite succinctly explain the role and duties of trustees in charities. They are included here for information.

The Essential Trustee

6 main duties



Ensure your charity is carrying out its purposes for the public benefit

Comply with your charity's governing document and the law



Act in your charity's best interests



Ensure your charity is accountable

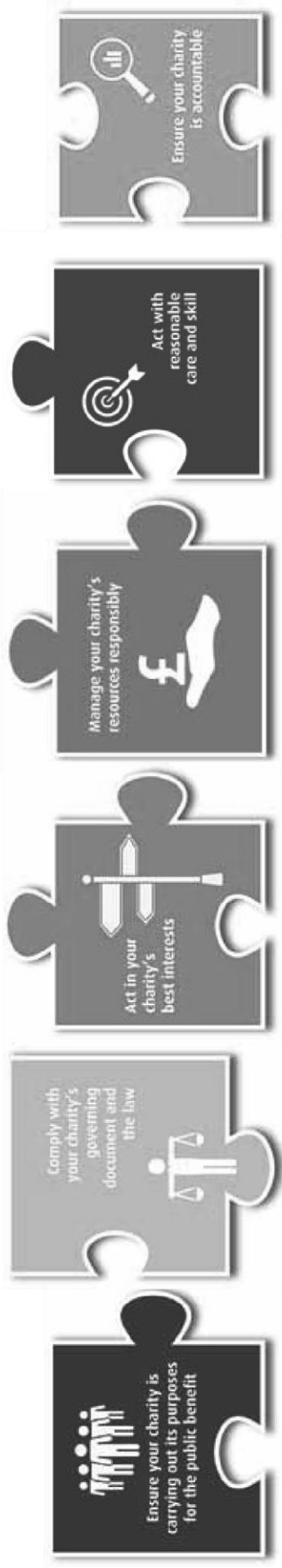


Manage your charity's resources responsibly



Act with reasonable care and skill

The Governance Jigsaw – The Essential Trustee (CC3)



It's about knowing:

- what your charity can and can't do within its purposes
- how your charity is fulfilling its purposes and benefiting the public
- what difference your charity is really making

It's about being:

- familiar with your governing document
- up to date with filing accounts, returns and any changes to your charity's registration details
- aware of other laws that apply to your charity

It's not about being:

- an expert - but you do need to take reasonable steps to find out

It's about:

- making balanced, informed decisions
- recognising & dealing with conflicts of interest
- ensuring trustee benefits are allowed
- being prepared to question and challenge
- accepting majority decisions

It's not about:

- preserving the charity for its own sake
- serving personal interests

It's about:

- managing risks, protecting assets (reputation) and people
- getting the resources your charity needs
- having and following appropriate controls and procedures
- dealing with land and buildings
- responsibility for, and to, staff and volunteers

It's about:

- using your skills and experience
- deciding when you need advice
- preparing for meetings
- getting the information you need (financial, management)
- being prepared in case something does go wrong

It's about:

- meeting legal accounting and reporting requirements
- being able to show that your charity complies with the law and is effective
- being accountable to members and others with an interest in the charity
- ensuring that staff and volunteers are accountable to the board
- welcoming accountability as an opportunity not a burden

Collective Responsibilities (common to all OutdoorLads Trustees)

Provide good governance and leadership by:

- 1. Ensuring team delivery of organisational purpose*
- 2. Exercising effective control of the organisation*
- 3. Being open and accountable to our members setting a culture of integrity and pride*

Ensuring team delivery of organisational purpose by:

- Ensuring OutdoorLads maintains a clear mission and strategic direction, safeguarding our vision, values and reputation, and ensuring our organisational purposes – including wider social and community responsibilities (such as environmental impact) – remain relevant and valid.
- Fully understanding collective and individual roles, responsibilities, working effectively as a team to ensure the organisation's priorities are reflected in operational plans and budgets.
- Ensuring good two-way communication between the trustees, volunteer structure and staff team around organisational priorities.

Exercising effective control of the organisation by:

- Ensuring ODL is fully compliant with its legal duties, regulatory requirements, stewardship of assets, constitutional provision and structure, and able to respond appropriately to changes in the external environment.
- Maintaining good internal financial controls and management, along with a risk register.
- Develop, as required, and maintain line management, training and resources for supporting OutdoorLads' Board, staff team, volunteers and leaders to effectively organise great events.

Being open and accountable to our members setting a culture of integrity and pride by:

- Facilitating open communications informing members and external parties about ODLs' work and activities, listening and responding to views of members and partners.
- Ensuring a listening approach balanced with accessible and robust operating procedures, member policies and constructive handling of complaints.
- Holding an Annual General Meeting for members to approve accounts and audit in line with our constitutional duties, and to input to organisational strategy and direction.

Role description - Chair

Will provide strategic leadership to the Board of Trustees to ensure the Charity has maximum impact for our members.

Responsibilities

Strategic Leadership

- Ensure the Board provides clear strategic direction for the Charity, setting overall policy and defined goals, and is focussed to achieve these (within its Articles of Association).
- Ensure the Board evaluates performance of the Charity against the agreed targets.
- Ensure Trustees understand and fulfil their duties and responsibilities for the effective governance of the Charity.
- Ensure the Board is able to regularly identify major risks and associated opportunities and satisfy itself that systems are in place to take advantage of opportunities and manage and mitigate the risks.
- Ensure that the Board fulfils its duties regarding the sound financial management and accountability, alongside legal compliance in operating as a registered charity, company and employer; ensure compliance with health & safety and safeguarding requirements.
- Sustain the environment for a high-performing Board.
- Foster partnerships and high-quality relationships between Trustees, staff and volunteers to enable efficient and effective management of the Charity.
- Manage conflicts of interest, ensuring transparency and probity is maintained.
- Provide leadership and direction for the AGM

Efficiency and Effectiveness

- Chair meetings of the Board effectively and efficiently, bringing impartiality and objectivity and conflict of interest management to the decision-making process.
- Ensure Board business decisions advance the purpose and effective running of the Charity.
- Ensure organisation roles and responsibilities are clearly defined, including relevant sub-committees, with appropriate delegation of authority.
- Ensure Trustees are fully engaged and that the Board takes collective ownership in the governance of the Charity.
- Ensure Board decisions are implemented according to agreed timeframes.
- Having regard to the views, wishes, interests, and needs of the member of the Charity.

External Relations

- Act as an ambassador for the Charity in the LGBTQ+, outdoor pursuits and wider charity sector.
- Establish and maintain a network of contacts who can help the Charity deliver its charitable aims.
- Act as a spokesperson for the organisation, when appropriate.

- Represent the Charity at external functions, meetings and events.

Requirements:

- Commitment to improvement of the LGBTQ+, and outdoor activities communities.
- Acts with integrity, showing strategic vision and displaying good, independent judgement.
- Excellent communication skills.
- Pragmatic approach, understanding what is important.
- Willingness to speak one's mind and listen to the views of others.
- An effective collaborator, with demonstrable delegation skills.

Experience:

- Experience of charity governance and working with or as part of a Board of Trustees.
- Proven leadership skills, empowering style with an ability to remain calm and focused in stressful situations.
- Understanding of the legal responsibilities and liabilities of a Trustee
- Experience of operating at a senior strategic leadership level within an organisation.
- Demonstrable experience in monitoring and evaluation performance against agreed targets.
- Significant experience of effective meeting chairing
- An understanding of the LGBTQ+, outdoors activities and charity sector and the current issues affecting them, is desirable.
- Broad understanding of financial management especially as they relate to the charitable sector.

Please also see the general requirements of a Trustee shown elsewhere.

How to apply:

To apply, you will need to email your application to vacancies@outdoorlads.com before 4pm on Friday 3rd November. Your application must include the following,

- Why are you applying? (no more than 500 words)
 - What skills and experience do you bring to the role?
 - How do your skills and experience help the Trustee Board meet the strategic aims of the charity?
- Your ODL username.
- The names (and user names) of two people who are nominating you.
- A CV, LinkedIn profile or similar.

Role description - Trustee for Delivery (paid events)

Will provide strategic direction and line management to the Programme Manager to ensure the long-term success of our Paid Event Programme.

Context

Each year, OutdoorLads runs between 50-70 camps, hostels and standalone events where members pay to attend those events (the "Paid-Events Programme"). Additionally, we run a Programme of 'Big Events' which have larger emphasis on generating income for the Charity.

Strategically, the importance of the Paid-Events Programme ensures that OutdoorLads remains long-term viable. In the last 10 years, we have seen decreases in hostel 'stock', increased costs to run these events, and changes in member behaviour when it comes to paid events, e.g., due to the cost-of-living crisis. We have also seen a rise in popularity of camping events, cheaper hostels and continued high interest in our Big-Events Programme.

This role is to ensure we have a successful strategy to deliver our Paid-Events Programme. Therefore, the suitable candidate will have a proven track record in commercial strategy, planning, and scrutiny of performance against targets.

Responsibilities

The successful candidate will work with the Programme Manager to:

- Provide line management, coaching and mentoring to the Programme Manager.
- Ensure that the Paid-Events Programme meets the annual budgeting needs for the Charity.
- Ensure that we are horizon-scanning for opportunities for paid events 12-24 months in advance.
- Ensure that they building a network of commercial partners (YHA, independent hostels and campsites etc.) to ensure the best value for money for OutdoorLads.
- Ensure that they identify upcoming risks to the Paid Events Programme and implement mitigation strategies, as required.
- Make sure member feedback is taken on board when developing the Paid Events Programme.
- Monitor the Programme Manager's performance against KPIs of the Paid-Events Programme.

Requirements:

Essential

- Experience of leading and motivating a team.
- Commercial income generation experience.

- Experience of driving sales against targets and monitoring KPIs.

Desirable:

- Knowledge of the outdoors sector.
- Knowledge of the charitable / volunteering sector.
- A back-ground in the leisure or travel sectors.

Please also see the general requirements of a Trustee shown elsewhere.

How to apply:

To apply, you will need to email your application to vacancies@outdoorlads.com before 4pm on Friday 3rd November. Your application must include the following,

- Why are you applying? (no more than 500 words)
 - What skills and experience do you bring to the role?
 - How do your skills and experience help the Trustee Board meet the strategic aims of the charity?
- Your ODL username.
- The names (and user names) of two people who are nominating you.
- A CV, LinkedIn profile or similar.

Role description - Trustee for Delivery (day events)

Will provide strategic oversight to the Regional Co-ordinators, Organisers and Sub Committees to ensure the long-term success of our day events Programme.

Context

In the last 12 months 200 leaders ran 1496 day events. This is a huge undertaking supported by Regional Co-ordinators, Organisers and Sub Committees. Without our day events Programme ODL wouldn't exist – it is the bedrock of what we do. Even through the pandemic and now a cost of living crisis, a wide range of events take place day in day out.

This role is to ensure a successful day events programme is at the heart of the charity's strategy.

Responsibilities

The successful candidate will work with office team, Regional Co-ordinators and sub-committees to ensure:

- The Charity has a day events programme strategy that can deliver a full and diverse range of events across all activities and regions.
- That we have a long-term plan to create day events 12-24 months in advance.

Requirements:

Essential:

- Experience of leading and motivating a team.
- Good communication and leadership skills.
- Strategy setting and monitoring.

Desirable:

- Knowledge of the outdoors sector.
- Knowledge of National Governing Bodies and outdoors leadership.
- Knowledge of the charitable / volunteering sector.

Please also see the general requirements of a Trustee shown elsewhere.

How to apply:

To apply, you will need to email your application to vacancies@outdoorlads.com before 4pm on Friday 3rd November. Your application must include the following,

- Why are you applying? (no more than 500 words)
 - What skills and experience do you bring to the role?
 - How do your skills and experience help the Trustee Board meet the strategic aims of the charity?

- Your ODL username.
- The names (and user names) of two people who are nominating you.
- A CV, LinkedIn profile or similar.

Role description - Trustee for Members, Volunteers and Staff

Will ensure that members, leaders and staff are at the heart of the long-term success of the Charity.

Context

In the last 12 months 2,500 people went on an ODL event, led by 200 volunteers and supported by three staff. For the charity to continue to be successful it is essential that everyone involved is supported in the most suitable way: whether that is staff and leader training, mental health and well-being for members or our compliance with health and safety guidance.

Responsibilities:

- Provide professional leadership, support and development to office staff and volunteer community.
- Ensure that ODL complies with current regulations, accepted professional standards, policies and procedures and legislation.
- Take a lead role in building and strengthening our culture, ensuring that our values are upheld and that valuing volunteers is at the heart of the organisation.
- Execute a plan for diversity, equality, and inclusion that aligns with our values, strategy and commitments.
- Work with the regional co-ordinators and sub-committees to ensure sufficient leaders are recruited, supported, trained and motivated to deliver the Paid-Events Programme.
- Work with the Programme Manager, alongside subject matter experts, to ensure our volunteer leaders are assessed against the relevant qualification standards for the required events.

Requirements:

Essential:

- Experience in HR, leadership or people development.

Desirable

- Knowledge of the charitable / volunteering sector.
- Knowledge of event delivery in the outdoor sector.

Please also see the general requirements of a Trustee shown elsewhere.

How to apply:

To apply, you will need to email your application to vacancies@outdoorlads.com before 4pm on Friday 3rd November. Your application must include the following,

- Why are you applying? (no more than 500 words)
 - What skills and experience do you bring to the role?

- How do your skills and experience help the Trustee Board meet the strategic aims of the charity?
- Your ODL username.
- The names (and user names) of two people who are nominating you.
- A CV, LinkedIn profile or similar.

Role description - Member Elected Representative

Will ensure that the views of members are at the heart of the long-term strategy of the Charity.

Context

For this trustee position we're looking for people from a wide variety of backgrounds e.g, people with skills and knowledge in outdoor pursuits, outdoor leaders, volunteer leadership, finance and business, and accountancy and investment. Above all, we're looking for passion, fresh thinking and a hunger to get more of our community into the outdoors – especially those under-represented when it comes to outdoor pursuits.

This position is filled purely on a vote of eligible members. Any full member can stand, if more than one person puts themselves forward the person with the most votes is elected, through a first-past-the-post voting system. Unlike the other positions that are for three years, this post lasts for one year only but candidates can stand for re-election any number of times.

Responsibilities:

As well as the collective responsibilities that all Trustees hold, the successful candidate will be given additional responsibilities based on the skills and experience that they bring to the Board.

Requirements:

As this post is entirely decided upon by a Members' vote there are no specific requirements. However, as well as the general requirements of a Trustee shown elsewhere, you should be able to represent broad membership opinion when considering key strategic decisions taken by Trustees.

How to stand:

To stand, you will need to email your manifesto to vacancies@outdoorlads.com fourteen days or more before the EGM. The date of the EGM is yet to be determined and will be advised to full and concession members in due course.

In your manifesto, please cover

- Why are you applying? (no more than 200 words)
 - What skills and experience do you bring to the role?
 - How do your skills and experience help the Trustee Board meet the strategic aims of the charity?
- Your ODL username.
- The names (and user names) of two people who are proposing and seconding you.