



THE
OUTWARD
BOUND TRUST

BRIEF FOR THE APPOINTMENT OF

CHIEF EXECUTIVE



ODGERS BERNDTSON

July 2022

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ABOUT THE OUTWARD BOUND TRUST

The Outward Bound Trust inspires young people to defy their limitations, to become strong, resilient and curious, ready for the challenges of life. It unlocks their potential through learning and adventure in the wild, using the mountains, rivers and lakes as its classroom.

Founded over 80 years ago, today Outward Bound is a thriving national charity that is providing life-changing experiences to thousands of young people and the best experiential outdoor learning in the UK.

Outward Bound operates six centres located in North Wales, the Lake District and the Highlands of Scotland. It currently employs approximately 270 staff in the UK and in recent years has provided adventure courses for about 25,000 young people each year. In addition to its centres, Outward Bound has its headquarters in Penrith, and has offices in London and Glasgow.

The Outward Bound Trust is an associate of entities in 36 other countries which have either charters or licenses to operate Outward Bound centres.

Further information can be found at www.outwardbound.org.uk



OUTWARD BOUND'S COURSES

The Outward Bound Trust offers its courses to three groups of young people:

- Those at school, who are typically between the ages of 10 and 18. This accounts for approximately 80% of course attendants.
- Young people who come independently of their school on summer adventure courses which vary in duration from 5-18 days and who are typically between the ages of 10 and 18. This accounts for approximately 5% of course attendants.
- Graduates and apprentices, aged from 16 to their early 20's. This constitutes approximately 15% of course attendants.

As a charity, The Outward Bound Trust is committed to ensuring its courses are available to as many young people as possible, regardless of background. It raises vital charitable funds to provide bursaries to those without the means to pay. Over £3m is raised every year, which has helped over 16,000 disadvantaged participants from 400 schools, colleges and youth groups come on an Outward Bound course.

Outward Bound is also committed to its own diversity, equity and inclusion journey. It is committed to ensuring the outdoors is a space for everyone, and that the charity is representative of the young people who experience Outward Bound. It has launched programmes including a Women's Outdoor Leadership Course to address gender imbalance, and a Young Leaders Programme aiming to develop a pipeline of future outdoor instructors and explorers from black, Asian and minority ethnic backgrounds.

Outward Bound is also committed to working with other organisations in the outdoor industry to actively break down barriers and build an environment that is welcoming, inclusive and appeals to everyone.



IMPACT OF THE PANDEMIC

Pre-pandemic the annual operating costs of Outward Bound were c£15m and the charity provided c£3.5m annually of bursaries to help enable young people who are unable to afford, to attend its courses.

Costs have been cut through the pandemic and in the current financial year are likely to be c£12m, and income of £14m is projected in the coming financial year.

During the pandemic, Outward Bound pivoted swiftly to the restrictions, and offered schools outdoor courses locally. This was received exceptionally well and has opened up a potential additional way of delivering Outward Bound's benefits to young people.

Although Outward Bound's own centres were closed for much of 2020 and 2021, the organisation has come through the pandemic in a financially sound position and, over the next 18 months, underpinned by its *Outward Rebound* strategy, the charity expects to return to its full pre-pandemic capacity and positive cash-flow.



APPOINTMENT CONTEXT

Outward Bound's Chief Executive Nick Barrett is leaving the charity in Spring 2023 after a highly successful seventeen-year tenure in which the charity has been transformed.

Building on the foundations of sound financial health, a dedicated and highly qualified staff team, a unique and inspiring organisational culture, and a solid fundraising trajectory, the incoming Chief Executive will lead the charity into its next chapter. They will work with a talented senior team to develop a new strategy for evolution and growth that increases the offer to young people and deepens the impact on their lives.

The Trustees are looking to appoint a Chief Executive with vision, energy and imagination.

They will lead a post-pandemic step-change for Outward Bound, seizing opportunities for innovation to achieve the relevance and reach that will sustain the charity long into the future. They will work with an ambitious, longstanding staff team and board of Trustees to refine the vision, focusing both on operational excellence and on external voice.

This is an exciting time to lead one of the UK's most treasured charities, helping to unlock the potential of thousands of young people every year.



THE ROLE OF THE CHIEF EXECUTIVE

The Chief Executive is responsible for recommending a vision and strategy to the Board and for delivering these in line with agreed parameters and objectives.

Responsibilities

- Provide strategic vision and leadership to The Outward Bound Trust, ensuring the mission, values and charitable purposes of the charity are upheld and pursued.
- Lead the senior management team and take responsibility for the effective management of the charity's operation within the governance accountability framework set by the Board of Trustees.
- Work with the Chair to enable the Trustees to fulfil their legal duties and other responsibilities for the proper governance of Outward Bound.
- Ensure the Board receives advice, recommendations and information in an effective, thorough and timely manner.
- Build upon Outward Bound's sustainability, diversity and inclusion strategies.

Staff management and leadership

- Lead and manage the staff teams across all sites and ensure it is a well-run organisation where colleagues are valued and able to give of their best.
- Inspire and support the staff team to meet targets and to understand how their contribution is vital to achieving wider strategic aims.
- Ensure there are clear lines of accountability and responsibility across the staff team which foster and maintain a positive culture for the organisation, particularly with regard to safety and safeguarding.
- Build an effective working relationship between staff and trustees.

Finance, fundraising and legal

- Be responsible for the overall financial health of The Outward Bound Trust, including agreeing budgets, maintaining agreed levels of reserves and ensuring full and accurate reporting.
- Help ensure a sustainable income from individual, corporate, events, trusts and legacy donations and to build strong relationships with Outward Bound's supporters and donors.
- Ensure that the organisation has proper systems and structures in place to carry out its work effectively, accountably, and safely, and that the highest professional standards are met across the organisation.

External relationships

- Represent the charity externally and ensure Outward Bound's mission is communicated effectively to supporters, influencers and customers.
- Build new partnerships and strengthen existing ones to advance the mission of the organisation and to strengthen its voice for the benefit of young people.
- Ensure Outward Bound embraces outside perspectives and seeks to collaborate with others.

A NEW CHAPTER AND OPPORTUNITY...

In addition to the day-to-day challenges of successfully overseeing Outward Bound's activities, the new Chief Executive will also need to:

- Gain a thorough understanding of Outward Bound's distinctive competitive strengths, maintaining a focus on quality delivery and social impact.
- Ensure the right actions are in place to balance between charitable purpose and the commercial drivers of Outward Bound.
- Alongside the Fundraising Director, grow fundraising to enable long-term growth plans and to safeguard inherent sustainability threats.
- Evolve Outward Bound's offering to meet the changing needs of today's young people.
- Ensure Outward Bound develops modern and sophisticated ways of working both internally, with its customer and with external stakeholders.



THE CANDIDATE

The new Chief Executive will bring strong leadership qualities, and the ability to inspire and motivate colleagues across the organisation who bring their passion and commitment to work every day. They will have strong empathy with and interest in Outward Bound's purpose and mission and be able to live its values.

Experience and Knowledge

- A successful leadership track record at a senior level.
- Experience of managing operations or services of similar scale and complexity.
- Experience in driving performance, organisational change and achieving outcomes.
- Experience in generating income.
- Evidence of taking action to promote diversity and inclusion.
- Evidence of the ability to forge successful and productive relationships partnerships and collaborations.
- Experience managing diverse teams; able to build cohesive teams and to successfully recruit and develop top talent.
- Knowledge of the digital world and its role in advancing the mission and effectiveness of an organisation.

Attributes

- A strategic thinker, able to set a clear vision and direction.
- A high degree of financial literacy.
- A good communicator with all audiences.
- A decisive yet consultative leadership style.
- High levels of integrity, emotional intelligence, and ambition.
- A passion for the development of young people, and a spirit of adventure.

Location

The heart of Outward Bound's operation is in the Lake District and North Wales, where most staff are based, so travel is a fundamental part of the job, including frequent travel to London.

HOW TO APPLY

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria.

The preferred method of application is online at: www.odgers.com/85452

If you are unable to apply online, please email: evie.day@odgersberndtson.com

All applications will receive an automated response.

All candidates are also requested to complete an online Diversity Monitoring Form which will be found at the end of the application process. This will assist the Outward Bound Trust in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Diversity Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

Personal data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your

CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g.: referees) who have not previously agreed to their inclusion.

Contact details

For a conversation in confidence, please contact:

Sarah Lowndes Jones
sarah.lowndesjones@odgersberndtson.com

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact evie.day@odgersberndtson.com.

Also, if you have any comments and/or suggestions about improving access to our application processes please do not hesitate to contact us response.manager@odgersberndtson.com.



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