

OutdoorLads Strategic Plan 2015-2020

Sections of plan approved by Trustee Board May-August 2015

Consultation with members Annual General Meeting September 26th 2015

Our Mission:

'To improve the mental and physical well-being of Gay, Bi and Trans men through outdoor activities, and have a great time doing so'.

This strategic plan is built on three key themes:

- we have a good product improving the physical and mental wellbeing of thousands of men, and shouldn't deviate from this;
- we need to ensure the group continues to deliver great events in the future and becomes more resilient as a charity;
- we should broaden and diversify our membership to more people who would benefit from the OutdoorLads 'magic'.

Our *aims* therefore are:

Short term:

- Future-proof the current operation to ensure we can continue on a stable footing.

Medium term:

- Broaden our membership base to better achieve our charitable aims.
- Build and grow an engaged volunteer program to continue delivering events.
- Develop a fundraising program to further develop our charitable aims.

Part 1/5: Board Structure:

To help achieve our new strategic plan, we have restructured the board to create five new areas of responsibility: Volunteer Support and Development, Staff and HR management, Governance and Policy, Finance and Fundraising, IT

Each of these areas has a Trustee responsible and deals with business on behalf of the full board, supported by other board members where needed.

Volunteer management:

The aim of are to drive the vision of volunteer development forward. The sub group will oversee:

- The development programme against a wider national platform to ensure volunteer investment is at the Heart of ODL.
- The sub group will oversee KPIs set over a 1 to 5 year period and support the office staff in their achievements.
- The sub group will be responsible for ensuring regional coordinators are well supported.
- The sub group will be responsible for ensuring a growing leader base.

Governance and Policy

The aims are to ensure:

- The organisation is meeting national standards in relation to its paid staff and volunteers.
- The key responsibility is to manage the risk register of the organisation, supporting staff and key volunteers to ensure the organisation stays robust in an ever changing environment.
- The sub group will also have key responsibility in ensuring our legal responsibilities are continually being met.
- Provide governance suggestions and changes to board

Finance and fundraising:

The aim of this is to oversee:

- Responsible for setting ODL budget
- Responsible for key performance indicators in relation to the budget & fundraising efforts.
- The sub group will sign off the fundraising and annual Big Events calendar.
- The Sub group will have key responsibility in developing financial opportunities to ensure our KPI are met and the organisation grows in line with our profit/loss margins.

Staff and HR management:

Responsibility for:

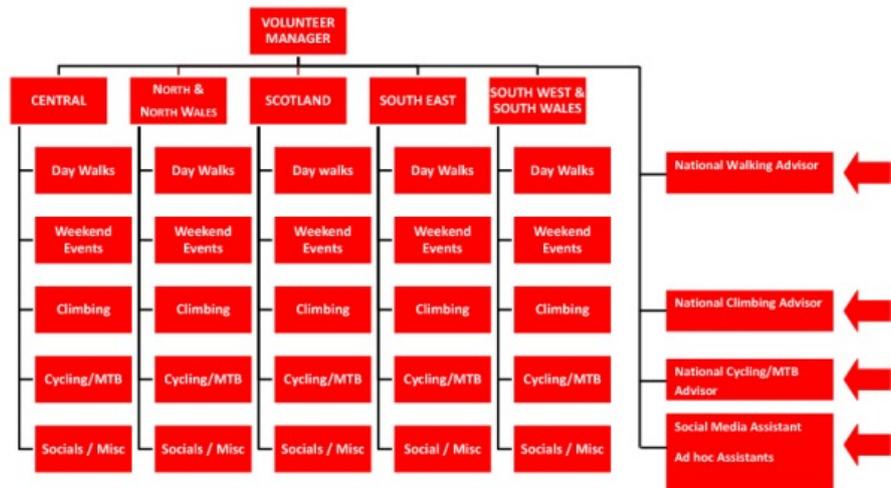
- The line management and development of the staff team
- That the organisation fulfils its HR responsibilities
- Attributing and assigning key tasks to the staff team from the board.
- The systemisation of all our key business activities.

IT:

Responsible for ensuring the website and all IT support needed for the group to operate is delivered in a timely and cost efficient manner.

Part 2/5 Volunteer Management

In order to support the network of volunteers In OutdoorLads we have bought in new structure to help with management and communication. Each region now has a single coordinator with a number of deputies/assistants in specific activities for example camping, climbing, walking, hostels. They are supported directly by the chair of the **Volunteer Management Sub-Group**.



Part 3/5 Governance:

Governance of the group, in simple terms, is the *way* and *how* the organisation is run. It's the principles behind our operation as a charity and the polices we have in place. The board has set out 7 working principles we will aim to achieve:

Principle 1

Our board will provide good governance and leadership by fully understanding our roles

Members of the board will ensure our roles and responsibilities are collectively and individually understood:

1. Legal duties.
2. Stewardship of assets.
3. Provisions of constitution.
4. External environment.
5. Total structure of organisation.

We will:

1. Continue to set and safeguard the vision, values and reputation of the organisation.
2. Oversee the work of the organisation via the staff team.
3. Oversee the support of the organisations volunteers.

Principle 2

Our board will ensure good governance and leadership by ensuring delivery of organisation purpose

The board will ensure that the organisation delivers it stated purposes and aims by:



1. Ensuring organisational purposes remain relevant and valid.

2. Develop and agree long term strategy.
3. Agreeing operational plans and budgets.
4. Monitoring progress and spending against budgets.
5. Setting operational plans.

Principle 3

Our board will provide good governance and leadership by working effectively as individuals and as a team

The board will:

1. Ensure that the board has the correct range of skills for the organisation meet its mission aims and objectives.
2. The board discharges its duties and responsibilities to the staff team to ensure delivery of the organisations mission aims and objectives.
3. Ensure good communication between the trustee board, volunteer structure and staff team.
4. Ensure annual meetings or conferences to discuss matters in relation to the organisation.
5. Have a well-resourced and effective volunteer network.

Principle 4

Our board will provide good governance and leadership by exercising effective control of the organisation

The board will ensure that:

1. We are fully compliant with all legal and regulatory requirements.
2. The organisation maintains good internal financial controls and management.
3. The organisation develops and maintains a RISK REGISTER.
4. The board will manage its staff through correct line management, designated to a specific member(s) of the board.
5. The board will manage its volunteers through correct line management, designated to a member(s) of the board.
6. The board will delegate a degree of decision making powers to its sub committees.

Principle 5

The board will provide good governance and leadership by setting a culture of integrity and pride within the organisation

The board will ensure that:

1. We safeguard organisation's reputation through strict and robust Operating Procedures.
2. We safeguard the organisations regulation through up-to-date member related policies.
3. We will ensure that our staff are well trained and supported in their role.
4. We will ensure the organisation is fully up to date and implements HR requirements in relation to staff and employment.
5. We set, plan and scrutinise our activity to ensure our work meets our charitable aim and objective.

Principle 6

An effective board will provide good governance and leadership by being open and accountable

The board will be open and accountable both internally and externally:

1. Have open communications telling people about the organisation and its work.
2. Use external consultation with members and professional bodies on significant changes to the organisation.



3. Listen and respond to views of our members and adapt if needs be.
4. Handle complaints constructively and appropriately.
5. Consider organisations wider social and community responsibilities, eg environmental impact, costs to members.
6. Annually hold the AGM for the members to approve the accounts and auditing in line with our constitutional duties.

Part 4/5: Staff

In the last 12 months, OutdoorLads has expanded our staffing. The board recognises that as we grow as an organisation, we need more staff resource to ensure the core administration isn't handled entirely by volunteers.

We have therefore set out 3 principles that we will work towards in relation to our staff:

Principle 1: OutdoorLads will run as a staff administered organisation

1. OutdoorLads will ensure that the organisation remains financially sufficient to employ staff who work for the charity.
2. In the medium term, OutdoorLads will ensure that a significant amount of the administration function of the group is completed by the staff team.
3. In the long term, OutdoorLads will ensure that the organisation's administration is fully completed by the staff team.
4. The board will take responsibility of ensuring that the staff are employed to correct levels, based on income to the group and to the level of tasks required.

Principle 2: OutdoorLads will have a highly skilled and resourced staff team

1. The board will ensure that the staff team receive appropriate training and support within the organisation.
2. The board will ensure that staff have Continued Professional Development in areas which will enhance the work of the charity
3. The board will ensure that the staff team have access to the correct resources to be effective in their roles.

Principle 3: OutdoorLads will ensure correct management of staff is adhered to.

1. The board will ensure that the staff are managed through a single line manager, either the Chair or a designated board member.
2. The organisation will ensure that lines of communication between the staff and the rest of the organisation, namely board members, regional coordinators, leaders and members.
3. The board will receive reports from the line manager on the staff to ensure that performance is being monitored.
4. The board will ensure that the organisation is following and adhering to all legal and/or requirements.

Part 5: Finance

This section of the strategic plan considers our strategic priorities for the groups finances. It follows 3 three principles around **Robust Financial Management, Value for money for members, and diversification of income**. The forth is exploring a how we may further our charitable aims.

Principle 1: OutdoorLads will maintain robust financial management to ensure the charities future

1. The board will continue to ensure that the organisation has robust procedures for the financial management of the group.
2. The board, on an annual basis, will budget its spending appropriately to the conditions in which it operates.
3. OutdoorLads will continue to invest in its equipment and assets which the organisation needs alongside equipment/resources needed for the successful running of events.

Principle 2: Outdoors will ensure best value for money for its members

1. OutdoorLads will continue to strive to keep membership and event costs as low as possible while ensuring the financial stability of the group.
2. OutdoorLads will continue to negotiate the best value from suppliers so events are as reasonably priced as possible.
3. OutdoorLads will continue to expand the availability of free day events for members across the country.
4. OutdoorLads will maintain a open and transparent environment where its membership is confident of how its budget is being spent.

Principle 3: OutdoorLads will continue to look to diversify and future proof its sources of income

1. The board will continue to evaluate and develop the financial contributions of the 'Big Events' to ensure regular and sustainable income to the group.
2. OutdoorLads will explore additional sources of income through applications to external grants and funding that match our charitable objectives.
3. OutdoorLads will explore different types of events for members which continue to bring income to the organisation.

Principle 4: OutdoorLads endeavours to create financial structures to allow us to broaden out our charitable aims

1. The board, based on availability of income or grants, will consider whether we can run additional activity which will assist to broaden our charitable objectives.