Trustee
Recruitment Pack
Do you want to create lasting change in the world?
Are you a motivated do-er?

1. INTRODUCTION
Raleigh International connects communities wanting to improve their lives and their environment with passionate people from around the world who want to take positive action.

We believe that when local communities and young people work side by side to create positive change, it empowers them. And it's the energy and motivation of empowered people that creates lasting change.

Raleigh International is a sustainable development charity working with and through youth to inspire and make positive change in four areas: providing access to safe water and sanitation; protecting vulnerable environments; livelihoods and entrepreneurship; youth in civil society.

Our way of working to achieve impact in all of these areas currently is by engaging young volunteers from around the world and in their own country through two delivery programmes: Raleigh Expedition and International Citizen Service (ICS), a UK government-funded development programme that brings together young people from all backgrounds to fight poverty around the world.

We operate in partnership with communities, non-governmental organisations (NGOs) and governments in Nicaragua, Nepal, Tanzania, Malaysian Borneo and Costa Rica. Since our foundation as a charity in 1984, Raleigh volunteers have become a global community of more than 40,000 people committed to building a sustainable future.

Our 2017-2020 Strategy is underway. We are looking for new and better ways to deliver our impact and create impactful partnerships with young people and are looking for corporates and donors to innovate around our niche.

You will lead the governance of Raleigh International and have energy and commitment to Raleigh’s mission.

Specifically, we are looking for Trustees with the following experience:

- **Safety & Safeguarding**: an individual with technical expertise keeping young people safe in the field and willing to be the safety and safeguarding focal point for the Board
- **International development**: experience, credibility and networks into the sector, in particular with good networks into DFID and other government funders of development in order to improve our chances of institutional fundraising
- **Fundraising support**: individual with networks that support access into trusts and foundations or, professional fundraising leadership experience in the charity sector
All Trustees are expected to support Raleigh in its strategy of increasing and diversifying income generation and be willing and able to connect Raleigh into networks and opportunities nationally and globally where possible, in order that it has the resources to achieve its mission of creating lasting change through youth.

**Diversity**

We recognise that people from certain backgrounds are under-represented in our Board and we want to change this. We are particularly keen to receive applications from Black, Asian and minority ethnic women, women with disabilities, women who identify with being LGBTQIA and women who identify with being marginalised (or have in the past).

**Process**

**Closing date:** 02/05/2018 12:00 am

**Application process:** Email trustee-recruitment@raleighinternational.org with applications and supporting statements identifying which role you are applying for and why.

To speak with the Chief Executive in advance of applying please email Sally Ellicott, Executive Assistant. s.ellicott@raleighinternational.org

Advertising and conversations with the CEO will take place in April and May. The Nominations Committee will draw up a shortlist to be seen, by the panel. Interviews are likely to take place in May, or early June. The Chair will speak to the preferred candidates as a final stage. It is hoped that the agreed candidates will be able to attend the Board meeting in June as observers initially while they are confirmed during the course of the meeting.

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**Our core beliefs**

Solutions to create lasting change need to balance economic, environmental and social needs. This requires new ways of thinking and doing.

We believe there are 1.8 billion solutions to bringing about sustainable change - they are this generation of young people.

With their energy, optimism and creativity, young people are the change agents the world needs.

Working side by side on development projects inspires and empowers communities and young people to create lasting change.
2. WHAT WE DO
Raleigh focuses on working through, for and with youth to inspire and make positive change in the following programmatic areas:

2.1 Water, Sanitation and Hygiene (WASH)
Our work is focused on improving access to safe water and sanitation services. We create impact through increasing knowledge and changing attitudes and behaviour in relation to good hygiene practices in rural communities.

Raleigh and its partners take a holistic approach to tackling this issue through projects that value beneficiary input right from the start. Our projects balance activities such as awareness raising and training with infrastructure to maximise their impact. Often water and sanitation services are locally maintained and managed so where appropriate we support that process.

2.2 Natural Resource Management (NRM)
We work to ensure communities can live sustainably without having a negative impact on the ecosystems and biodiversity around them.

The lifestyles we lead can have a significant impact on the natural world. As consumers we shape the world in which we live on a global scale much as the communities that live and work near protected areas shape the landscape around them. Our projects combine promoting sustainable and environmentally friendly livelihoods with immersing young people in areas of outstanding natural importance, giving them a sense of why nature must be protected.

2.3 Community Resilience
We support people to have the capacity and capability to respond to environmental, social and economic challenges. Our projects bring groups of people together to plan for the future and address the issues they face as a community.

Access to education is key to the empowerment of young people. In Tanzania we support the creation of community learning centres that serve a double purpose as classroom and meeting place.

We want to enable young people to continue their work on these issues for many years to come so we run two further programmes:

2.4 Youth in Civil Society
We believe that young people can be agents of change on both a global and local scale. Often these young people are excluded from decision making that affects them because of a lack of knowledge, skills or voice.

Our approach to tackling this issue involves challenging people to go beyond their comfort zones on a trek or as a leader during a placement, engaging in structured reflection activities throughout.
National Societies
We aim to have a lasting impact in all the countries we work and are aware that needs change over time. For every country we work in (and in many that we have previously) a Raleigh society is established as a separate entity.

Formed predominantly of Raleigh alumni these societies share our values and contribute towards our overall vision and mission through their own activities. Often the societies contribute directly towards Raleigh’s programmes via fundraising, recruiting and supporting our monitoring and evaluation.

Further information on Raleigh, including our Annual Reports and Impact Report, can be found at our website.
Trustee of the Board of Raleigh International Trust (Raleigh)

Role Description
Trustees of Raleigh International have been appointed to the Board because of a wish to support the work of Raleigh and because their knowledge, experience and networks can support the senior management team at a high level.

Raleigh is a registered charity and a company limited by guarantee. Board members are trustees of the charity and directors of the company. A body of law supervised by the Charity Commission regulates the operation of the charity, and company law affects the activities of the company.

The duty of a trustee is to participate with others in the effective governance and support of Raleigh. Trustees operate at a high level to support the chief executive (CEO) to whom they have delegated authority to run the charity, and the senior management team (SMT), without getting too involved in operational detail. This will require active involvement in the following tasks:

General
- Ensure that Raleigh fulfils its Objects
- Ensure that Raleigh complies with the requirements set out in the Memorandum and Articles of Association and meets the requirements of all relevant legislation
- Maintain an understanding of participants, their issues and needs, and apply this understanding in guiding Raleigh’s work
- Provide guidance to the Chief Executive as required
- Monitor the performance of the Chief Executive and his / her team and ensure accountability to members
- Approve remuneration proposals for senior management
- Provide oversight of the Risk Management process, including the effective identification and management of strategic and operational risks relevant to the organisation as based on the Risk Register created and maintained by the senior staff
- Attend meetings regularly, prepare for and contribute appropriately and effectively
- To use any specific personal knowledge and expertise to help the CEO and senior management when requested

Strategy, Policy and Planning
- To support development of, and approve, the overall strategic direction of the organisation, including supporting the CEO in the development of the organisational strategy which is approved by the Board
- Demonstrate a healthy understanding of risk, including opportunities and threats, and assess whether the strategy and planning are reasonable in relation to the risks involved

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1 Raleigh International Trust is a registered charity no. 1047653 (England and Wales) and no. SCO40023 (Scotland) and a company limited by guarantee registration no. 3059479
Support the understanding and identification of the market positioning
Make introductions for Raleigh senior management to individuals, networks and organisations who could support the furtherance of Raleigh’s work
Consider and approve overall policies covering all aspects of Raleigh’s work
Ensure that appropriate systems are in place for evaluating and reviewing performance against targets

Finance
Ensure that the organisation applies its resources exclusively to its objects (i.e. the charity must not spend money on activities which are not included in its own objects, no matter how worthwhile or charitable those activities are)
Ensure there are adequate systems for financial planning, budgeting, recording of income and expenditure, reporting and financial management, including investment and capital expenditure
Help and support fundraisers to achieve their targets
Review and approve Raleigh's long term financial strategy
Review and approve annual budgets covering revenue and capital income and expenditure
Receive regular management accounts covering all aspects of Raleigh's financial affairs and monitor the performance indicators against budget and support the Chief Executive in agreed action required to meet budget targets

Personnel
Assist with the appointment of the Chief Executive and the review of the post-holder's performance
Assist with the recruitment of new trustees and ensure that the trustee body has the appropriate skills, knowledge, structure, responsibilities and composition to fulfil its purpose
Approve Raleigh's human resources policies
Ensure grievance and disciplinary procedures are in place
Take part in reviewing board effectiveness and helping conduct 360 appraisals of the CEO and/or senior managers

Each trustee should have
A genuine and strong commitment to Raleigh International
An understanding of the core values, beliefs and objectives of the organisation
A willingness to devote the necessary time and effort to being a trustee
Integrity, sound judgement and a willingness to speak their mind in a constructive manner
An understanding of the legal duties, responsibilities and liabilities of trusteeship of a charity
Experience at a senior level of a relevant sector to the work of Raleigh e.g. government, education and youth, international and sustainable development, environment or conservation
Experience of operating at a senior (preferably Board) level
Willingness to engage externally as an advocate on behalf of Raleigh
A network of contacts that they would be happy to engage with in order to support the achievement of Raleigh’s strategic objectives

Additionally, the Youth Trustee will be between the ages of 18-23 at the point of application

Register of interests
Trustees have a legal duty to avoid conflicts between their personal interests and those of Raleigh. In addition, it is important for public confidence that charities are seen to operate to the highest standards of integrity and honesty.

With this in mind Raleigh has adopted a policy which requires each trustee to disclose any actual or potential conflicts of which they are aware. When appointed, trustees are asked to complete and sign a Declaration of Interests. Such Declaration is updated annually.

Representation
Trustees may be asked to represent Raleigh to members and externally to a variety of bodies. To that end, trustees have a responsibility to be well informed of the activities of the organisation and to safeguard the good name and values of the organisation.

Time commitment for all Trustees
There are four Board meetings per year (fixed a year in advance) and one awayday annually. Trustees are encouraged to attend Raleigh training activities in the UK before visiting field offices (if in one of our countries on business or vacation) and/or accompany a field visit as required. Trustees may also be asked on occasion to be present at fundraising events.

Board meetings take place in London. There is a Finance/Audit Committee (which meets four times a year) and a Remuneration Committee (meets annually), representation on which is requested of Trustees who have the relevant skills and time to support these extra meetings. Other sub-committees are convened from time to time and meetings with individual trustees and senior managers are expected around specific areas of work or strategy.

It is anticipated that the role of Trustee of Raleigh should take the equivalent of at least one day per month.

Appointment is for a term of three years with the potential appointment for one further term by mutual agreement.

This role attracts no remuneration although reasonable expenses to attend meetings or carry out the duties of a Trustee will be reimbursed on the presentation of the appropriate receipts.

Further information on Raleigh, including our Annual Reports and Impact Report, can be found at our website.
Additional guidance from the Charity Commission on Trustees main duties

1. Ensure your charity is carrying out its purposes for the public benefit
You and your co-trustees must make sure that the charity is carrying out the purposes for which it is set up, and no other purpose. This means you should:

- ensure you understand the charity’s purposes as set out in its governing document
- plan what your charity will do, and what you want it to achieve
- be able to explain how all of the charity’s activities are intended to further or support its purposes
- understand how the charity benefits the public by carrying out its purposes

Spending charity funds on the wrong purposes is a very serious matter; in some cases trustees may have to reimburse the charity personally.

2. Comply with your charity’s governing document and the law
You and your co-trustees must:

- make sure that the charity complies with its governing document
- comply with charity law requirements and other laws that apply to your charity

You should take reasonable steps to find out about legal requirements, for example by reading relevant guidance or taking appropriate advice when you need to.

Registered charities must keep their details on the register up to date and ensure they send the right financial and other information to the commission in their annual return or annual update.

3. Act in your charity’s best interests
You must:

- do what you and your co-trustees (and no one else) decide will best enable the charity to carry out its purposes
- with your co-trustees, make balanced and adequately informed decisions, thinking about the long term as well as the short term
- avoid putting yourself in a position where your duty to your charity conflicts with your personal interests or loyalty to any other person or body
- not receive any benefit from the charity unless it’s properly authorised and is clearly in the charity’s interests; this also includes anyone who is financially connected to you, such as a partner, dependent child or business partner

4. Manage your charity’s resources responsibly
You must act responsibly, reasonably and honestly. This is sometimes called the duty of prudence. Prudence is about exercising sound judgement. You and your co-trustees must:

- make sure the charity’s assets are only used to support or carry out its purposes
• not take inappropriate risks with the charity’s assets or reputation
• not over-commit the charity
• take special care when investing or borrowing
• comply with any restrictions on spending funds

You and your co-trustees should put appropriate procedures and safeguards in place and take reasonable steps to ensure that these are followed. Otherwise you risk making the charity vulnerable to fraud or theft, or other kinds of abuse, and being in breach of your duty.

5. Act with reasonable care and skill
As someone responsible for governing a charity, you:

• must use reasonable care and skill, making use of your skills and experience and taking appropriate advice when necessary
• should give enough time, thought and energy to your role, for example by preparing for, attending and actively participating in all trustees’ meetings

6. Ensure your charity is accountable
You and your co-trustees must comply with statutory accounting and reporting requirements. You should also:

• be able to demonstrate that your charity is complying with the law, well run and effective
• ensure appropriate accountability to members, if your charity has a membership separate from the trustees
• ensure accountability within the charity, particularly where you delegate responsibility for particular tasks or decisions to staff or volunteers

Making decisions as a trustee
Charity trustees make decisions about their charity together, working as a team. Decisions don’t usually need to be unanimous as long as the majority of trustees agree. When you and your co-trustees make decisions about your charity, you must:

• act within your powers
• act in good faith, and only in the interests of your charity
• make sure you are sufficiently informed, taking any advice you need
• take account of all relevant factors you are aware of
• ignore any irrelevant factors
• deal with conflicts of interest and loyalty
• make decisions that are within the range of decisions that a reasonable trustee body could make in the circumstances

You should record how you made more significant decisions in case you need to review or explain them in the future.

Further information is available from the UK Charity Commission publication: ‘The essential trustee: what you need to know, what you need to do’