



Head of Scouting Operations

Applicant information pack



Welcome

As Scouts, we believe in empowering young people with skills for life. We encourage our young people to do more, learn more and be more.

We question and listen and form wide open minds. We take a deep breath and speak up. We think on our feet. See the big picture. Ignore the butterflies and go for it.

We get back up and try again. We think about what's next, and plan for it. We jump in, get muddy, give back and get set.

We're Scouts and everyone's welcome here. All genders, races and backgrounds. Every week we give thousands of 4-25-year olds across Scotland the skills they need for school, college, university, the job interview, the important speech, the tricky challenge and the big dreams: the skills they need for life.

We make a big difference. You could too.



Our values

- Integrity
- Respect
- Care
- Belief
- Cooperation

Our plan to prepare better futures in Scotland 2018-2025

Our vision

By 2025 we will have prepared more young people with skills for life, supported by amazing leaders delivering an inspiring programme.

We will be growing, more inclusive, shaped by young people and making a bigger impact in our communities.

Our mission

Scouting actively engages and supports young people in their personal development, empowering them to make a positive contribution to society.

Our values

We act with care, respect, integrity, cooperation, exploring our own and others' beliefs.

Our goals

By delivering this plan we will achieve the following goals against our four objectives:

Growth

- 5,000 more young people
- 1,000 more Section Leaders (including Assistant Section Leaders)
- 200 new Sections
- 500 more Young Leaders

Inclusivity

- Scouting membership reflects society in Scotland, especially, but not exclusively, in areas of deprivation, remote and rural areas and in new communities

Youth Shaped

- Young people shaping their Scouting experience, with 50% of Groups and 75% of Districts and Regions earning Youth Approved Awards

Community impact

- 50% of youth members taking part in community impact project
- 50% of young people achieving top awards.

Our three pillars of work

To support the Movement to achieve these objectives, we will focus on three pillars of work

Programme

A fun, enjoyable, high quality programme consistently delivered and supported by simple tools.

People

Scouting will be delivered to more young people from different backgrounds by more, well trained, better supported, motivated adult volunteers from different backgrounds.

Perception

Scouting is understood, more visible, trusted, respected and widely seen as playing a key role in society today.

Our Regrowth Strategy

Following the pandemic, we have created a Regrowth Strategy to bridge back to our Skills for Life plan. We will:

Provide support and direction for the delivery of quality Scouting in communities across Scotland; to make sure we provide resources that support and develop young people and volunteers, expand resources to support a dynamic and attractive programme and embed outdoor and adventure as an integral part of our programme.

Champion membership recovery and growth; promote resources that support local Scouting recovery, target new opportunities for membership growth and focus on improving the perception of Scouting with key audiences.

This is underpinned by a charity that is sustainable through sound financial decision making, a commitment to environmental responsibility, strong governance and well-managed programmes of work. All delivered by skilled and motivated staff and volunteers.

Our Impact

We know that Scouting will be needed more than ever as we recover from this pandemic. Young people are facing a crisis in mental health and loss of skills through prolonged lockdowns. The work that we do is vital to thousands of young people across Scotland.

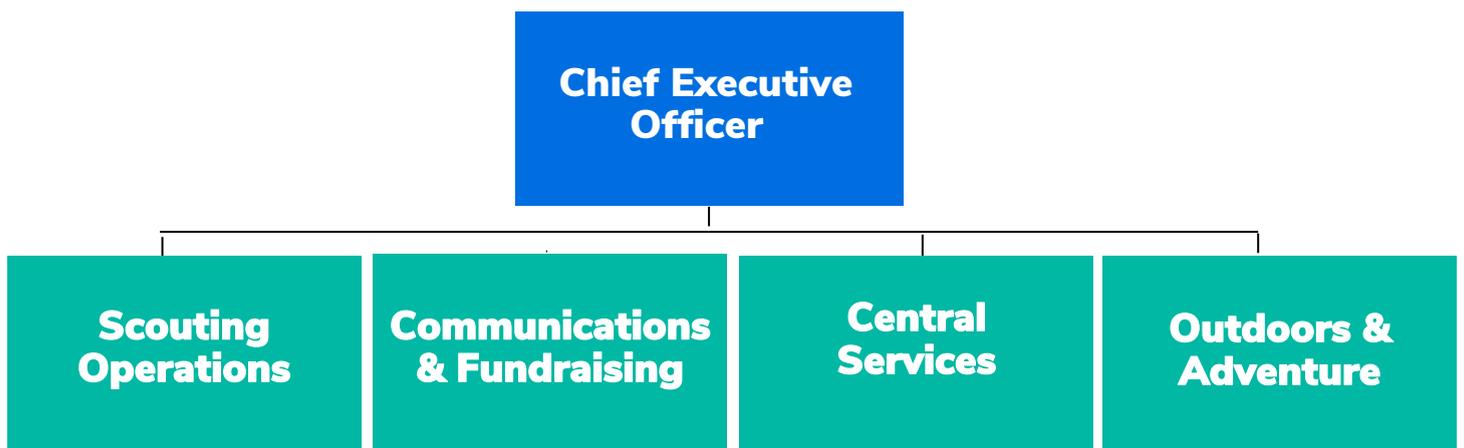
Society is changing. In often fragmented communities, the pressures and expectations on young people are increasing. Scouts has never been so important in helping young people prepare for the future, developing the skills they need to succeed in a changing world. Each week, throughout the UK, almost half a million young people enjoy fun, friendship and outdoor adventure. They develop a sense of optimism and strong values as well as the leadership and team working skills that are more valuable today than ever.

We're focusing on recovery and regrowth following the pandemic, making sure that our volunteers and young people have the support that they need.

Our Skills for Life strategy supports and empowers our volunteers who are the people that make Scouts a reality. It's a strategy to bring communities together and contribute towards a better society. But most of all, it's a strategy for young people. They deserve the best skills, the best support, and the best possible futures.

Our Structure

Our headquarters is located just outside Dunfermline and we have three Scout Adventures Centres across In Fife, Argyll and Perthshire. We have staff based in offices, at the centres, and working from home. Operationally we work in four teams led by our Chief Executive Officer as follows:



Head of Scouting Operations

Reporting to:	Chief Executive Officer
Salary:	£38,000 – £42,000pa
Hours:	35 per week
Line management:	Scouting Operations Team
Internal Relationships:	Senior Leadership Team and Scouts Scotland colleagues, Scottish Board of Trustees and committees, Chief Commissioner, national volunteer team and other relevant volunteers across the membership, The Scouts (UK) staff and volunteers
External Relationships:	Youth and Third Sector stakeholders, including YouthLink Scotland, DofE, Awards Network, other uniformed organisations. Project funders and grant bodies such as Cashback for Communities and the Gannochy Trust, A Million Hands Partners, and other charity partners.
PVG:	Enhanced. Wherever we go and whatever we do, we put young people's safety and wellbeing first.

Summary

We're looking for a highly motivated and values-driven leader to help us deliver our strategy and help our 11,000 volunteers to achieve their aims and objectives of programme delivery.

You will work with the Chief Executive Officer as part of the Senior Leadership Team alongside the Head of Outdoors & Adventure, Head of Central Services, and Head of Communications & Fundraising.

You will play a key role in the implementation of the Scouts Scotland Strategy for the growth and development of Scouting with a specific focus on our programme, our people and improving the perception of Scouting with key audiences.

You will lead, develop, manage, and inspire your staff team, and make sure we're providing excellent logistical support to Scouts Scotland volunteers and the wider membership in Groups, Districts and Regions, as well as to members of the public.

Key Tasks

Strategic Focus and Governance

- As a member of the Senior Leadership Team, work collaboratively with staff and volunteer colleagues to develop and implement the Scouts Scotland Strategy and Operational Plan.
- Oversee origination, delivery, administration, and evaluation of programme, people and perception related projects, events, and initiatives in support of the Scouts Scotland Strategy.
- Be accountable for financial budgeting and monitoring within the remit of Scouting Operations and other projects identified by the Chief Executive Officer.
- Play an active part and attend meetings of the Senior Leadership Team, Scottish Board of Trustees, the Operations Committee and other meetings, as necessary, which may take place outside of normal working hours.

Leadership and management

- Lead, develop, manage, and inspire the Scouting Operations staff, ensuring the right culture, skills, knowledge, and experience are present to achieve the objectives of the Scouts Scotland strategy.
- Make sure staff resources are provided to support local Scouting, national projects and operational targets.

Relationships

- Build and maintain strong and effective relationships with National Volunteers, Regional Commissioners, District Commissioners and other relevant volunteers.
- Build and maintain strong and effective relationships with colleagues at The Scouts.
- Ensure effective and constructive communication takes place between colleagues leading programme, development and adult support related work at The Scouts HQ and ensure relevance and/or modification as required for Scotland.
- Maintain a positive relationship with grant bodies funding the local development of Scouting and ensure the work of the Development Grants Committee reflects the objectives of the strategy.
- Ensure effective representation of Scouts Scotland with appropriate external stakeholders and networks to develop and build recognition of our education programme and wider achievement outcomes for young people and adult volunteers.

Other duties

- Support the Chief Executive Officer, Board of Trustees, the Chief Commissioner of Scotland, and volunteers with other duties that may be required.

Job context and environment

At the core of everything we do are the values of integrity, respect, care, beliefs and cooperation. The Senior Leadership Team will be guided always by those values and will make sure our staff embrace these values.

The safety and safeguarding of our young people and adults are the most important thing to us. Our managers, volunteers, supporters and young people will be challenged by events which may need action in child protection, safeguarding and safety in adventurous activities.

Our Scouting programme is delivered by 11,000 volunteers, led by the Chief Commissioner of Scotland. The Head of Scouting Operations supports this activity and influences the quality of delivery by playing a key role within the governance structure that identifies, develops and implements quality support.



The person we're looking for

Skills and experience

- Proven track record of developing and monitoring successful strategies, plans and programmes of work, adapting when necessary to meet outcomes over several years.
- Experienced leader with a track record of motivating and inspiring others to succeed, both within the organisation and externally with stakeholders and partners.
- Be able to select and adapt the appropriate leadership approaches and corresponding styles to match the environment.
- The ability to represent and act as an ambassador for Scouts Scotland.
- A strong understanding of a commitment to youth involvement and evidence of a passion to support and further this goal.
- Experience of leading and embedding inclusive practices within an organisation.
- Open, confident to negotiate and challenge constructively, and to receive challenge, and work effectively at senior levels internally and externally.
- A confident and effective communicator capable of demonstrating active listening techniques, solutions focused and an ability for delivering complex messages to a variety of audiences.
- Effective team building, staff development, and organisational development skills.
- Have worked in an environment where your customers go on to deliver programme to others.
- Have managed staff delivering to volunteers.

Knowledge and understanding

- Experience in a youthwork setting as either an adult volunteer or staff member
- An advanced knowledge of interpreting policy into everyday activity.
- Know how to develop and monitor a strong, achievable strategy and how to communicate it with key stakeholders.
- Know how to build and monitor a budget and know when to ask for support.
- Know how to communicate complex plans to staff, volunteers and stakeholders.
- Understand non-formal education as a concept.
- Be able to balance work and home life.

Values, beliefs and personal qualities

- Have empathy with the idea of non-formal education as a contributor to people and society.
- Hold the values of integrity, respect, care, beliefs and cooperation.
- Be confident, open, honest and true.
- Routinely collaborate and seek agreement and compromise.
- Attend to detail while not losing sight of the big picture.
- Believe in quality as doing and delivering what you say you will.
- Believe in your people and their abilities to deliver.
- Hold, or not be barred from holding, an enhanced PVG.

Summary Terms and Conditions

Title:	Head of Scouting Operations
Salary:	£38,000 – £42,000pa
Pension:	A contributory pension scheme is available. Contribution rates are 7% of salary from the employer and a minimum of 5% from the employee.
Hours of work:	35 hours per week. We're happy to talk flexible working.
Location:	Scouts Scotland Headquarters, Dunfermline, Fife
Holiday:	22 days a year, rising by 1 day per year of service to a maximum of 27 days, plus 9 bank holidays.
Extra holidays:	We close during the Christmas and New Year holidays, which means you get 3 days of extra leave.
Benefits	We offer a wide range of family and carer friendly benefits to support work life balance including, but not limited to flexible hours, paid leave for volunteering and public duties, additional leave for long service.



How to apply

Key dates

- The closing date for applications is **midnight on Sunday 14 November 2021**
- We will let applicants know if they are being invited to interview by **Friday 19 November 2021**
- Interviews will then take place on **Friday 26 November 2021 at Scouts Scotland Headquarters, Fordell Firs, Dunfermline**. A second interview may be required.

Process

Please make sure you read the person specification section and then send a CV and covering letter of not more than 600 words to hradmin@scouts.scot by the closing date.

Further information

If you require any further information about the process or the role, please contact the Chief Executive Officer, Graeme Luke at graeme.luke@scouts.scot

