



# Head of Outdoors & Adventure

**Applicant information pack**

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# 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.

Each week we give almost 40,000 young people in Scotland the opportunity to enjoy fun and adventure while developing the skills they need to succeed, now and in the future. We're talking about teamwork, leadership and resilience – skills that have helped Scouts become everything from teachers and social workers to astronauts and Olympians.

We believe in bringing people together. We celebrate diversity and stand against intolerance, always. We're a worldwide movement, creating stronger communities and inspiring positive futures.

Having just launched a new strategic plan, Skills For Life: Our plan to prepare better futures in Scotland, this is an incredibly exciting time for Scouting in Scotland. We welcome talent from all backgrounds and your contribution to help even more young people succeed in life.



## Our values

- Integrity
- Respect
- Care
- Belief
- Cooperation

# Skills for Life

## Our plan to prepare better futures in Scotland 2018-2023

### Our vision

By 2023 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 Impact

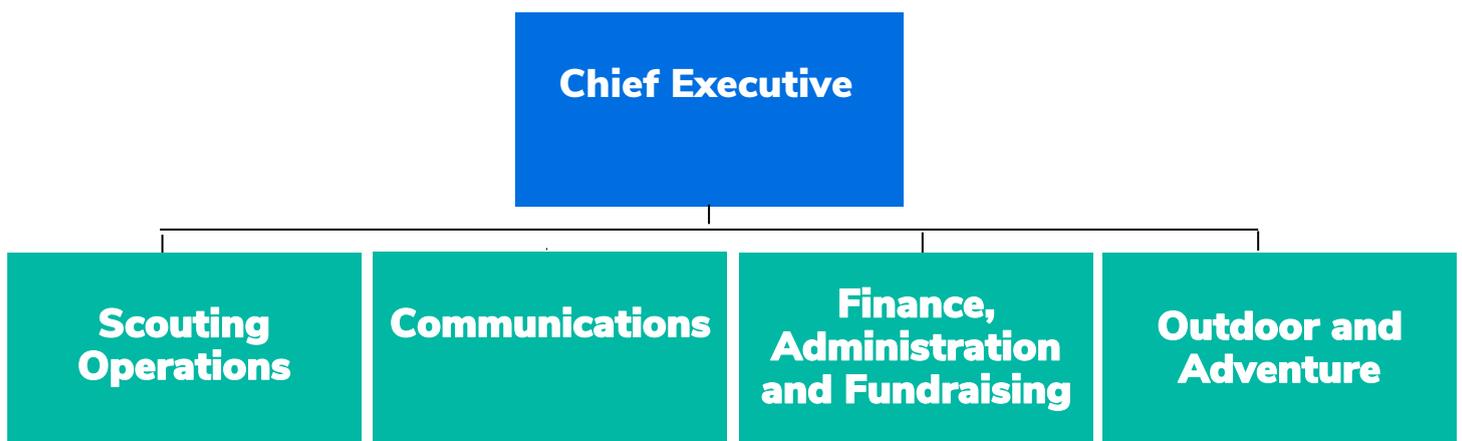
Society is changing. In often fragmented communities, the pressures and expectations on young people are increasing. The future is uncertain. Scouts has never been so important in helping young people prepare for the future, developing the skills they need to succeed in a changing world. Each week, throughout 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.

Our Movement achieves remarkable things. In Scotland, we have continued to grow for 13 consecutive years. Scouting achieves remarkable things. Our previous strategy inspired over 30 new groups and sections to start in areas of deprivation, and we now help almost 39,000 young people (including 7,000 girls) in Scotland get the best possible start in life. It inspired social action and enabled young people to make a positive contribution in their local communities with over 500 community impact projects. Our adult volunteer numbers are at record levels. We have empowered young people to shape their movement, with the introduction of a youth involvement strategy and a Youth Approved scheme, which recognises meaningful youth involvement.

Now we want to go further. Skills for Life is a strategy that 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

**Scouts Scotland is based at Fordell Firs, Hillend, Dunfermline, and is operationally divided into four teams**



# Scout Adventures Scotland

Much of our outdoor learning and adventure programme is delivered under our Scout Adventures brand. As part of a UK network, Scouts Scotland currently operate three Scout Adventure Centres that deliver outdoor learning, adventurous experiences and residential programmes to both our own members and a range of partners, including schools and other youth charities. Our Centres also offer training, advice and support to our amazing adult leaders and we are increasingly delivering training to teachers.

They deliver a wide range of opportunities – everything from fully programmed and catered residential weeks to traditional camping and bush craft experiences.

As national Scout Centres, we also offer support our leaders with programme planning, and can deliver a progressive range of experiences across our three sites – from a first night away in a bunk bedded dorm to a gold *Duke of Edinburgh's Award* expedition on Loch Lomond. In fact, we are one of Scotland's largest providers of Duke of Edinburgh's expeditions.

Our three centres are:

**Scout Adventures Fordell Firs** (Dunfermline, Fife) operating since 1946 is a fully AALA licenced Centre, providing indoor accommodation for 67, a tented village for 64 and camping for more than 400 in a mix of woodland and grass areas over 48 acres. It offers a wide range of on-site adventurous activities. In addition to providing a wide range of programmes and events for our members, the Centre provides day visit and residential programmes for schools and has a strong reputation for working with groups and charities catering for young people with additional needs.

**Scout Adventures Lochgoilhead** (Argyll) was established in 1965. Located at the head of the Loch Goil sea loch and surrounded by hills, it is a 150-bed fully-catered and programmed residential outdoor Centre. It offers a huge range of adventurous activities on land and water, accessed directly from the Centre's grounds. Fully AALA licenced the Centre delivers a range of NGB Awards and is also an approved provider for DoE expeditions. In addition to providing high adventure, meeting requirements for specialist activities within the Scouting programme and being a centre of excellence and advice in relation to adventurous activities, a particular strength is delivering Curriculum for Excellence through outdoor learning for schools.

**Scout Adventures Meggernie** (Glen Lyon, Perthshire) has been operated by Scouts Scotland since 1994. Located within Glen Lyon, indoor accommodation is provided for 30 within a converted farm steading, surrounded by camping grounds for 200. It delivers excellence in environmental learning and provides a range of facilities for bush-craft skills and nature study. It is an ideal base for residential, camping, expeditions, and unique outdoor experiences within the setting of a working Highland estate.

For more information please visit <https://www.scouts.scot/centres/>

# The role

<b>Responsible to:</b>	Chief Executive
<b>Department:</b>	Scout Adventures Scotland
<b>Base Location:</b>	Scouts Scotland, Fordell Firs, Fife, KY11 7HQ
<b>Term:</b>	Permanent
<b>Salary:</b>	£40,000 to £45,000 depending on experience
<b>Hours:</b>	37 per week
<b>Line Management Responsibility:</b>	Outdoor and Adventure Development Manager (Fordell Firs) Centre Manager (Lochgoilhead) Centre Wardens (Meggernie)
<b>Internal Relationships:</b>	<ul style="list-style-type: none"> <li>• Senior Leadership Team and Scouts Scotland colleagues</li> <li>• Chief Commissioner and Senior Volunteer team and Region and District Volunteers as appropriate</li> <li>• Board of Trustees</li> <li>• Scottish Scouts Active Support Volunteers and Marquee Hire Service Volunteers</li> <li>• Staff at Scout Adventures Scotland Centres</li> </ul>
<b>External Relationships:</b>	<ul style="list-style-type: none"> <li>• Scout Adventures UK</li> <li>• External governing bodies and regulatory agencies including AALA</li> <li>• Property and activities related consultants, contractors and providers.</li> <li>• Membership at all levels across Scotland</li> <li>• Other youth organisations, schools, colleges, businesses, community groups</li> <li>• Potential or current sponsors and donors</li> </ul>
<b>PVG:</b>	Enhanced

## Core purpose

We are seeking an experienced individual with a commercial focus and passion for Outdoors and Adventure to lead the business development of Scouts Scotland's three Scout Adventures Centres, delivering programme and commercial outcomes that support Scouts Scotland to deliver our strategy.

You will be responsible for the continued development of our Scout Adventures operational plan and for contributing to the overall strategic direction of the charity, taking a lead on outdoor learning and adventure. As strategic lead for our three Centres, you will be responsible for growing internal (Scouting) and external customer use, business performance, continued development of our customer experience to ensure quality programmes and facilities for adventure, challenge and learning.

While embracing our values, you will be business focused and results driven, with a passion for excellence in customer service. Ideally, with a background in the outdoor industry you will have experience and a positive track record in business development and improvement, and working with complex groups of staff, customers and volunteers. You must be a strong team player, able to inspire and motivate your team and have excellent networking skills.



# Responsibilities

## Summary

1. Work with the Chief Executive, as part of the Senior Leadership Team, to ensure the successful implementation of the Scouts Scotland Strategy for the growth and development of Scouting.
2. Continue to develop and implement the Scout Adventures operational plan ensuring our Centres individually and collectively contribute to the achievement of financial, programme and people development and wider engagement aims of the Scouts Scotland Strategy.
3. Lead, develop, manage and inspire the Scout Adventures Scotland staff and volunteers, ensuring delivery of quality programme, product innovation, safety compliance and financial targets.
4. Position Scout Adventures Scotland as Centres of excellence in the provision of adventurous activities, outdoor learning and residential experiences.
5. Develop site plans to deliver future growth and ensure that we continue to meet the needs of our members and customers.
6. Develop and manage standards of maintenance, repair and refurbishment of Scouts Scotland properties and activity infrastructure.

## Key tasks

- As a member of the Senior Leadership Team work collaboratively with staff and volunteer colleagues to deliver Scouts Scotland Strategic Plan. Play a strategic role in contributing to the delivery of the plan, particularly the areas relating to outdoor and adventure.
- Continue and implement the Scout Adventures operational plan, including business development for each Centre and achievement of key performance indicators.
- Build strong relationships with Scout Adventures UK and regionally managed Scout Activity Centres within Scotland.
- Manage Scout Adventure Centres staff, ensuring that the right culture, skills, knowledge and experience are present with particular emphasis on their professional growth and development.
- Lead and direct the Scout Adventures Scotland team in order to ensure delivery of results which support the plans and priorities of Scouts Scotland.
- Build strong relationships with volunteers within Scottish Scouts Active Support and the Marquee Hire Service.
- Be responsible for financial performance monitoring, budgeting and evaluation to ensure good governance of Centre finances, assets and resources.
- Ensure the development of sales and marketing plans for Centres designed to grow income and occupancy to meet financial targets.

- Ensure ongoing development of activities, programme and events, courses and other learning opportunities to meet training and programme support needs of youth and adult members and the needs of external customers.
- Continue to develop the customer journey and report on quality of the user experience.
- Ensure Centre Operations remain fully compliant with statutory health and safety, hygiene, AALS and relevant NGB requirements and the safety policy of The Scout Association.
- Develop site plans to deliver future growth and ensure that we continue to meet the needs of our members and customers.
- Continue to implement planned maintenance to achieve best value and maintain the fabric of the physical estate of Scouts Scotland.
- Represent Scouts Scotland at relevant external conferences and events.
- Attend meetings of the Scottish Board of Trustees, Business Committee and other Committees, as necessary, which take place out of hours.
- Employees are expected to undertake any and all other reasonable and related tasks allocated by their line manager.

### **Safeguarding rules – Yellow Card**

We are a youth organisation who takes safeguarding seriously. The post holder agrees to comply at all times with the safeguarding rules as set out on Scouting's yellow card. This is shared with volunteers, young people and carers, as well as employees, so everyone knows our rules of engagement.

In order to comply, stringent vetting procedures take place including checking against an internal database to assess suitability and also Enhanced PVG checks as required.

### **GDPR and Data Protection**

The post holder hereby agrees not to disclose any confidential or sensitive information to a third party or outside organisation except where required to do so by law and to adhere to our Data Protection and GDPR policies

### **Health and Safety**

The post holder agrees to abide by the Scouts Scotland Health and Safety principles and code of conduct and to take all reasonable steps to ensure both their own safety in the work place, as well as that of their colleagues.

### **Equal Opportunities**

The post holder agrees to promote and uphold the principles of equal opportunities in accordance with the Scouts Scotland Equal Opportunities Statement, and all related policies.

# The person we are looking for

## Skills and Abilities

- Ability to manage strategic business relationships to achieve outcomes
- Ability to understand and manage sales and marketing solutions to support business strategies
- Organised with the ability to plan and prioritise, can multi task and work under pressure ability to meet deadlines
- Ability to lead, work on own initiative and as part of a team
- Proactive with the ability to adapt to changing circumstances and priorities
- Excellent attention to detail and completion, ensuring quality and consistency is maintained at all times
- Proficient in the use of Microsoft Office (Word, Excel, Outlook etc.)
- Flexibility in approach to work and willingness to learn
- Able to think creatively and solve problems
- Mature and personable approach
- Good communication skills including writing reports and procedures, ability to communicate with a variety of audiences and networking and presentations skills
- Able to manage and analyse data
- A current driving licence

## Knowledge and Experience

- Extensive knowledge of best practice in outdoor learning and adventure
- Qualifications or equivalent in outdoor recreation, business management or leisure management (desirable)
- Extensive experience in business or charity with proven success at management level
- Experience of leading estates or property function (desirable)
- Experienced in leadership and line management including managing staff across multiple locations.
- Experience in contributing at strategic level and challenging viewpoints
- Experience of managing projects
- Experience of procurement and managing external agencies

- Understanding and awareness of third sector volunteering
- Experience of goal setting, monitoring, measurement and evaluation.
- Experience of working with volunteers
- Experience of delivering quality customer service

## **Values and Personal Qualities**

- Confident and credible to senior stakeholders
- A willingness to work unsociable hours, to include evenings, weekends and short periods away from home.
- An empathy with the aims and values of Scouts Scotland.

# Summary Terms and Conditions

<b>Title:</b>	<b>Head of Outdoors and Adventure</b>
<b>Salary:</b>	£40,000 to £45,000 depending on experience
<b>Pension:</b>	A contributory pension scheme is available. Contribution rates are 7% of salary from the employer and a minimum of 5% from the employee.
<b>Hours of work:</b>	Based on a working week of 37 hours, to be worked in accordance with the requirements of the job, which requires evening and weekend duties.
<b>Location:</b>	Operating principally from Scouts Scotland, Fordell Firs, Fife, but with a requirement for field work across Scotland including our Centres in Argyll and Perthshire.
<b>Holidays:</b>	22 days per annum, rising by 1 day per year of service to a maximum of 27 days, plus statutory holidays (or equivalent)
<b>Employee Benefits:</b>	Scouts Scotland operates a wide range of family friendly benefits to enable 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

## Application Schedule

The closing date for applications is **12 noon on Friday 15 March 2019.**

Applications should be emailed to [hradmin@scouts.scot](mailto:hradmin@scouts.scot) or sent by post to Scouts Scotland Headquarters (Recruitment), Fordell Firs, Hillend, Dunfermline, KY11 7HQ.

## Interview Schedule

Interviews will be held at Scouts Scotland Headquarters, KY11 7HQ on **Friday 29 March 2019.** There may be a requirement for a second interview.

Please note that if you have not heard from us within two weeks of the closing date please assume that your application has been unsuccessful.

