



Chief Executive Officer

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 6-25-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.

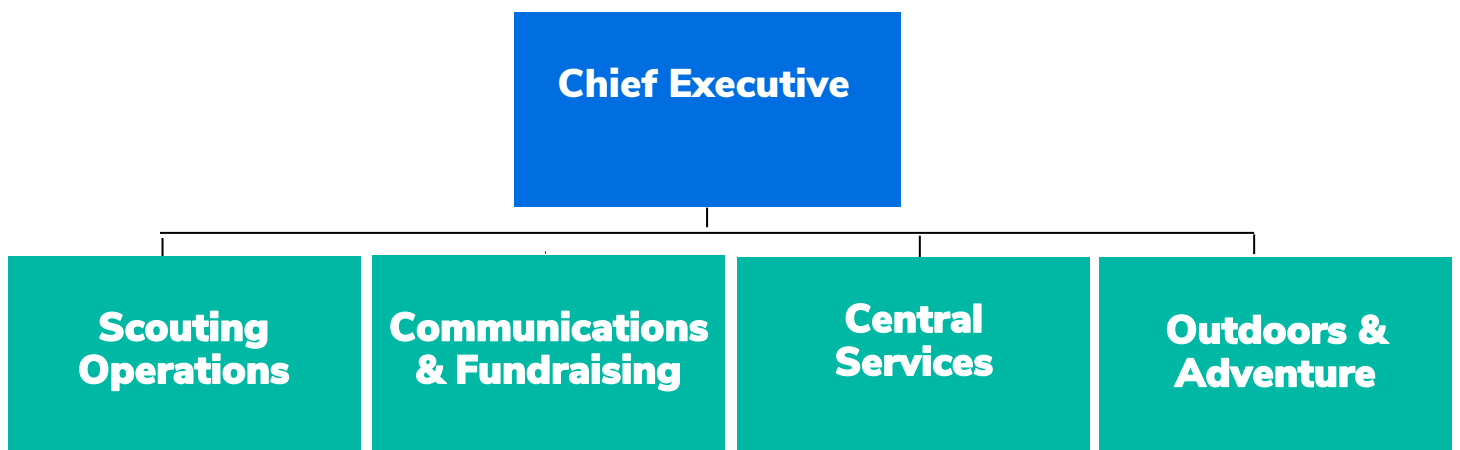
Society is changing. In often fragmented communities, the pressures and expectations on young people are increasing. Scouts has never been so important in helping young people prepare for the future, developing the skills they need to succeed in a changing world. Each week, throughout the UK, almost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

Our headquarters is based at Fordell Firs, just outside Dunfermline and we have three Scout Adventures Centres across Scotland. We have staff based in offices, at the centres, and working from home. Operationally we work in four teams:



Chief Executive Officer

Reporting to:	Chair of Board of Trustees
Salary:	£60,000-65,000
Hours:	35 per week
Line management:	Head of Scouting Operations - Deputy Chief Executive, Head of Communications & Fundraising, Head of Central Services, Head of Outdoors & Adventure
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, etc, Scottish Government, civil servants, MSPs, Local Authorities, 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 by setting up and managing the Scouts Scotland support infrastructure and products.

This is a key role within our charity, working alongside the Chief Commissioner of Scotland and Chair of the Board of Trustees to lead Scouts Scotland.

You'll lead the staff team of 35 and manage the Senior Leadership Team, made up of the Head of Scouting Operations, Head of Outdoors & Adventure, Head of Central Services, and Head of Communications & Fundraising.

You'll be responsible for managing a budget of around £3m, managing our risk register, providing information and support to our board of Trustees, and overseeing the delivery of our strategic plan. The Chief Executive Officer is an ex officio member of the Board of Trustees and sits on and monitors the proceedings of various other committees.

Our outdoor and adventure offering is a big part of what we do. You'll oversee the management of our Scout Adventures centres at Fordell Firs, Lochgoilhead and Meggernie, where we provide incredible adventure and skills development opportunities to young people. Our centres have a footfall of around 70,000 each year and a turnover of around £1.5m.

The role

Accountabilities and responsibilities

Strategy

Working with our Skills for Life strategy, develop the Scouts Scotland business and commercial strategy and financial budget. Develop and agree the strategy and delivery plan and communicate these to staff and volunteers. Use the strategy and the plan to set up and manage staff service delivery.

Financial management

Considering the Board's requirements, develop Scouts Scotland's annual budget. Develop and deliver a financial plan considering income and expenditure. Income includes membership fees, income from commercial activities, income from Scouting activities, fundraising and donations. Prepare statements of accounts and governance reports to make sure that Scouts Scotland is maintaining a sustainable financial position.

Influencing and collaboration

Using the Scouts Scotland business and commercial strategy, audit stakeholder opinion. Identify key stakeholders and current perception of Scouts Scotland. Develop and deliver an external communications plan to build positive relationships, making sure the impact and difference Scouts Scotland makes is well understood.

Leadership and people

Promote effective performance management and staff development culture to create a high-performing and delivery focused organisation, ensure HR policies and procedures are in place and are reviewed regularly. In line with the business strategy and our values, build the people strategy. Audit the staff skills and knowledge, support, tools and technology needed to deliver our plans. Identify any gaps and develop a plan to make sure we have the right people with the right support and technology, always. Create a positive working environment that provides high quality support to our volunteers. Regularly evaluate the success of the people plan.

Volunteer support

Working with the volunteer delivery strategy, determine what programme delivery support is needed from Scouts Scotland staff. Discuss and agree actions and outcomes with the Chief Commissioner of Scotland, and communicate these with staff. Make sure activities are completed and review the success of the outcomes and quality of support provided. We want our members to feel that they have been given excellent support from Scouts Scotland.

Business and commercial

Considering our Board and business and commercial strategies, the demand for products from our members, and our business targets, develop Scouts Scotland business and commercial aims. Build business cases for products and get Board agreement. Develop, implement and monitor product delivery plans that support a financial surplus. Evaluate our products considering market feedback and Scouting feedback from volunteers and young people. Make sure the plans always achieve a positive reputation for Scouts Scotland as supporting skills development in young people and volunteers.

Governance

Lead the provision of effective support the Chair of the Board of Trustees to make sure that Scouts Scotland is underpinned by sound financial management, strong governance, meets compliance requirements and regulations and conducts its affairs in a consistent and transparent way.

Oversee the organisation of the AGM and elections to the Board of Trustees. Make sure that young people are fully involved in decision making processes at all levels of the organisation and in line with the Youth Involvement Strategy. Monitor and update the Scouts Scotland Risk Register.

Other duties

Support the Board of Trustees, the Chief Commissioner of Scotland, and the volunteers with all other duties that may be reasonably required.

Job context and environment

At the core of everything we do are the values of integrity, respect, care, explored beliefs and cooperation. The Chief Executive Officer 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 is 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. Although the Chief Executive Officer is not directly responsible for programme delivery, these events will bear significantly on the jobholder's responsibilities and accountabilities, and the Chief Executive Officer will need to provide support and corrective action.

Our Scouting programme is delivered by 11,000 volunteers led by the Chief Commissioner of Scotland. The Chief Executive Officer supports this activity and influences the quality of delivery by leading the staff teams to provide quality support. The Chief Executive Officer does not direct programme delivery.



The person we're looking for

Skills and experience

- Proven track record of building and implementing successful strategies, plans and programmes of work, adapting when necessary to meet outcomes over several years.
- Experienced senior 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.
- Experience of financial responsibility and developing, managing and reviewing budgets and financial activity.
- Strong HR skills with experience of employment policies, recruitment and disciplinary procedures.
- A strong understanding of Scouts Scotland's 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 delivering complex messages to a variety of audiences.
- Effective team building, staff development, and organisational development skills.
- Experience of third sector governance, professionally or voluntary.
- Have worked in an environment where your customers go on to deliver programme to others.
- Have managed staff delivering to volunteers.

Knowledge and understanding

- A comprehensive knowledge of best practice in management and organisational governance of a charity.
- Understanding of the culture and workings of a large membership organisation.
- Know how to build a strong, achievable strategy and how to communicate it with stakeholders.
- Understand how to build and manage an organisational budget, the pressures on budgets, why budgets drift and need continuous management, and when to ask for support.
- Understand how to set up financial controls to manage budgets, and how income and necessary expenditure fluctuates in a business.
- Understand the accounting differences between assets and revenue income, and how to analyse financial statements for financial strength and sustainability.
- Know when to ask for help in analysing and understanding financial statements.
- Understand how an organisation's reputation is built and sustained and how marketing action influences market opinion.
- Know how to develop people and understand how the job a person does, and their personal characteristics affects their personal performance, and how your leadership and the culture of the organisation affect personal performance.

- Understand organisational culture and how organisational culture is built, changed and sustained.
- Understand employment law and know when to ask for help with employment issues.
- Know the tools available to assemble and analyse product plans and programmes and how to assess risk in plans and be able to identify mitigation.
- Know how to communicate complex plans to staff and other stakeholders.
- Understand the methods of pricing products, providing quotations for delivery, and building a competitive advantage.
- Know simple approaches to building and arguing business cases.
- Understand contract (business to business) and consumer (business to consumer) law.
- Know when to ask for help in contract and consumer law.
- Understand non-formal education as a concept.
- Know charity law and regulations, and when to get support.
- Understand the nature of change in organisations and how to plan for and implement change.
- 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, explored beliefs and cooperation.
- Have respect for others.
- 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 in business as doing and delivering what you say you will.
- Believe in your people and their abilities to deliver.
- Have the desire to please customers.
- Have the desire to run a business.
- Hold, or not be barred from holding, an enhanced PVG.



Summary Terms and Conditions

Title:	Chief Executive Officer
Salary:	£60,000-£65,000
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:	Currently home-based due to the pandemic. Once restrictions lift, there will be options to work from our offices just outside Dunfermline.
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	Company car. 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.