

# Paddle Scotland

## Role Description and Person Specification

<b>Role title:</b>	Head of Operations & Strategy, Paddle Scotland
<b>Salary:</b>	£45,000 - 50,000
<b>Location:</b>	Hybrid working / Travel across Scotland as required
<b>Reports to:</b>	Chief Executive Officer (CEO)
<b>Direct reports:</b>	2 Direct Reports
<b>Employment:</b>	Full-time (37 hours per week), permanent

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### Who are we?

Paddle Scotland is the Governing Body for paddlesport in Scotland. We are a not for profit membership organisation comprising 4,000 individual members including over 2,300 qualified coaches.

We have a network of affiliated clubs and delivery partners throughout Scotland offering a range of paddlesport disciplines.

### What are we doing?

As a people-focussed and volunteer-led organisation, we strive to support and educate everyone who paddles in Scotland. Our aim is to cultivate an inclusive community people want to be part of, with opportunities for all to grow, develop and progress in paddlesport.

### What is the role?

Paddle Scotland is entering an exciting new phase of development, with a clear ambition to strengthen our organisational effectiveness and long-term sustainability. As part of this journey, we are creating a new Head of Operations & Strategy role to provide strategic leadership across our organisational functions, governance and operational systems.

This is a pivotal senior leadership role, working closely with the CEO and Board as well as our small staff team to ensure the organisation is well-managed, financially robust, and equipped with the systems, processes and culture required to deliver our new strategy.

The role will lead the development of strong operational foundations, ensuring that our finance, governance, compliance and business functions operate efficiently, transparently and in line with best practice, with a key focus on ensuring improved efficiency and user-experience for our members. The role will have a focus on increasing capacity by both improving systems and maximising financial performance.

This is a rare opportunity for a collaborative and strategically minded leader who can drive organisational excellence behind the scenes, enabling our community and sport-facing teams to maximise their impact.

The role will play a key part in shaping how Paddle Scotland operates as a modern, high-performing organisation, supporting both day-to-day delivery and long-term sustainability.

If you are motivated by making a lasting impact, have the ability to strategically influence across a wide remit, and would thrive in a role that blends strategy with operational delivery, then we would love to hear from you.

## **Role Description**

### **Key Priorities**

- As a key member of the Senior Leadership Team (SLT), lead on strategy delivery and organisational development, ensuring a positive, collaborative and high-performing culture across Paddle Scotland.
- Lead the development and delivery of Paddle Scotland's business operations, ensuring robust governance, effective financial management, and efficient systems that support the organisation's strategic ambitions.
- Provide strategic oversight of commercial activity, with a particular focus on maximising current and identifying new income generation opportunities to support long-term sustainability.
- Embed Paddle Scotland's values across all areas of responsibility, ensuring a consistent, inclusive and values-led approach to leadership and decision-making.
- Develop and lead a high-performing small team across business operations, including line management of the Grandtully Campsite General Manager and the Communications and Operations Manager, ensuring alignment to organisational priorities.

### **Business Operations, Finance and Governance**

- Provide strategic leadership and oversight of Paddle Scotland's business operations, ensuring effective, efficient and compliant organisational systems and processes.
- Work closely with the contracted Financial Services Provider to ensure strong financial management, including budgeting, forecasting, reporting and financial control.
- With the CEO, lead the development, monitoring and delivery of organisational budgets, working with budget holders to align financial resources with strategic priorities.
- Ensure robust governance, health and safety, risk management and compliance with relevant legislation, policies and funding requirements.
- Oversee the development, implementation and continuous improvement of organisational policies, systems and processes to support effective delivery.
- Support the CEO, Board and Committees through the provision of high-quality reporting, financial insight and operational information.

### **Commercial Development and Income Generation**

- Lead the development and delivery of a commercial strategy to diversify and grow Paddle Scotland's income streams.
- Support the General Manager of Grandtully Station Park Campsite to maximise utilisation, customer experience and financial return.
- Identify and develop new commercial opportunities, partnerships and revenue streams that align with Paddle Scotland's values and strategic priorities.
- Support the development of funding and investment opportunities, ensuring effective planning, delivery and reporting.

### **Marketing, Communications and Profile**

- Provide strategic oversight of Paddle Scotland's marketing and communications function, ensuring alignment with organisational priorities and brand.
- Work with the Communications and Operations Manager to enhance the visibility, profile and impact of Paddle Scotland and paddlesport across Scotland.
- Ensure clear, consistent and effective communication with members, stakeholders and partners.
- Support the promotion of Paddle Scotland's activities, programmes and commercial offers, including the Grandtully Campsite.

## **Leadership and Management**

- Provide effective leadership and line management to direct reports, ensuring clarity of roles, accountability and support to deliver high-quality outcomes.
- Build and maintain a positive, collaborative and high-performing team culture, contributing to a 'one team' approach across the organisation.
- Contribute to organisational leadership as part of the SLT, supporting decision-making, planning and continuous improvement.
- Work across departments to ensure alignment, effective communication and delivery of organisational priorities.
- Deputise for the CEO as required.

## **Relationship Management**

- Develop and maintain strong relationships with key stakeholders, including funders, partners, suppliers and commercial partners.
- Work closely with the Board, Committees and external advisors to support effective governance and decision-making.
- Collaborate with internal teams to ensure business operations effectively support sport development and delivery.
- Act as an ambassador for Paddle Scotland, representing the organisation professionally and confidently.

## **Governance and Compliance**

- Oversee the planning and delivery of Paddle Scotland Board meetings, including production of papers and reports, and provide strategic support to executive leads of Board Committees and working groups.
- Ensure all business operations comply with Paddle Scotland policies, including safeguarding, equality, diversity and inclusion, health and safety and financial regulations.
- Maintain and develop governance frameworks, ensuring transparency, accountability and best practice.
- Actively identify and manage organisational risks, working with the CEO and Board to mitigate and respond effectively.

## **Other**

- Carry out any other duties as may be reasonably required by the CEO to support the effective running of the organisation.
- Contribute to the development of a sustainable, resilient and forward-thinking organisation.

## Person Specification

Area	Essential	Desirable
<b>Qualifications and Attainments</b>	<ul style="list-style-type: none"> <li>• Substantial relevant leadership experience (typically 5+ years) in corporate services, operations, finance, or a related field, demonstrating increasing responsibility and impact.</li> <li>• Evidence of continuous professional development in leadership, management or business operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Degree or postgraduate qualification in business management, leadership, finance, or a related discipline.</li> <li>• Relevant professional qualification (e.g. finance, accounting, business management).</li> </ul>
<b>Knowledge and Experience</b>	<ul style="list-style-type: none"> <li>• Proven track record of leading and developing high-performing teams within a business operations, finance or organisational leadership context.</li> <li>• Demonstrable experience of delivering organisational growth, including income generation, partnerships, or business development activity</li> <li>• Experience working with finance systems and/or external financial service providers.</li> <li>• Experience of financial management, including budgeting, forecasting, monitoring and reporting.</li> <li>• Demonstrable experience of developing, improving and embedding organisational systems, processes and governance.</li> <li>• Experience contributing to strategic planning.</li> <li>• Experience of line management, supporting and developing staff.</li> <li>• Strong understanding of governance, compliance and risk management in a complex organisation.</li> <li>• Experience of engaging and influencing senior stakeholders such as Boards, Committees or funding partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of developing and delivering commercial strategies or income generation initiatives.</li> <li>• Experience of overseeing commercial operations or operational functions (e.g. facilities, programmes or services).</li> <li>• Experience working within a sporting, membership-based or not-for-profit environment.</li> <li>• Experience of working with public sector funding (e.g. <b>sportscotland</b>) and associated reporting requirements.</li> <li>• Experience of overseeing or working closely with marketing and communications functions.</li> <li>• Knowledge of the Scottish sporting, third sector or funding landscapes.</li> <li>• Familiarity with paddlesport, outdoor recreation or water safety.</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• Strong strategic thinker with the ability to translate strategy into operational delivery.</li> <li>• Financially literate, with the ability to interpret and communicate financial information clearly to non-finance audiences.</li> <li>• Excellent leadership and people management skills, with the ability to motivate, support and challenge teams.</li> <li>• Strong communication and influencing skills, with the ability to engage a wide range of stakeholders.</li> <li>• Highly organised, with the ability to manage multiple priorities and deliver to a high standard.</li> <li>• Collaborative, adaptable, and resilient, with the ability to thrive in a fast-changing environment.</li> <li>• Commitment to equality, diversity, and inclusion.</li> </ul>	<ul style="list-style-type: none"> <li>• Commercially minded, with an ability to identify and develop new opportunities for income generation.</li> <li>• An understanding of, or interest in, the sport, outdoor recreation or adventure sector.</li> <li>• Experience of driving organisational change and continuous improvement.</li> <li>• Flexible and proactive approach to working, including willingness to work occasional evenings/weekends and travel as required.</li> </ul>