



# Head of Region

**Closing Date: Wednesday 31 January 2024, Midday**

**Expected Interview Date: Week commencing 5 February 2024**

## Recruitment Reference:

HES/24/003

## Starting Salary:

£56,122 pro rata per annum

## Salary Range:

£56,122 - £65,578 pro rata per annum

## Pay Band:

F

## Directorate:

Operations

## Location:

North Region

## Line Manager:

Craig Mearns, Director of Operations

## Contract Type:

Permanent

## Working Hours:

Full-time (37 hours per week)

Thank you for your interest in the post of Head of North Region with Historic Environment Scotland. Your base location is flexible, but you will be expected to travel to visit sites and stakeholders across your Region, which includes Shetland, Orkney, the Outer Hebrides and world-famous sites such as Urquhart Castle and Skara Brae, and on occasion across Scotland. This is a permanent and pensionable appointment.

Working as one of four Heads of Region, you will lead a multi-disciplinary team of professionals and be responsible for the operational management and care of the historical sites within your Region. You'll operate as a representative for all HES interests, identifying and developing relationships with stakeholders across civic and industry groups to make our service more visible, relevant, vibrant and vital to Scottish communities.

## About us

We are the lead body for Scotland's historic environment; a charity dedicated to the advancement of heritage, culture, education and environmental protection. We're at the forefront of researching and understanding the historic environment and addressing the impact of climate change on its future. We investigate and record architectural and archaeological sites and landscapes across Scotland and care for more than 300 properties of national importance. We have a People Strategy, which is an overarching strategy to ensure we support and develop staff within the organisation.

## Our Vision

Our vision is that Scotland's historic environment is cherished, understood, shared

and enjoyed with pride by everyone.

### Our Priorities

- The historic environment makes a real difference to people's lives
- The historic environment is looked after, protected and managed for the generations to come
- The historic environment makes a broader contribution to the economy of Scotland and its people
- The historic environment inspires a creative and vibrant Scotland
- The historic environment is cared for and championed by a high performing organisation

### Overview of the post and information about the team

Reporting to the Director of Operations, the postholder will be one of four Heads of Region and one the Operations Directorate's leadership team. The Operations Directorate is a newly created Directorate designed to strengthen our regional footprint and, for the first time, bring together under one directorate the delivery of many of HES' activities at a regional and local level across Scotland.

As Head of North Region, you will support the Director of Operations in developing the strategic direction of the Directorate and design an operating plan for your Region that supports the delivery of this vision. You will be responsible for leading the operational management and care of our sites in your Region, driving forward visitor operations and conservation activities, leading a large team of colleagues across a wide range of disciplines. You will bring strong leadership and communication skills to the team, creating a culture that empowers colleagues and enables decisions at a local level. Working collaboratively across organisational boundaries, you will inspire your people to engage with HES's objectives, explore new opportunities for their development and raise the profile of their work.

You will represent HES at a senior level, identifying and engaging with a wide range of stakeholders and partners to successfully grow our influence and income, facilitate our involvement in external initiatives and resolve potential conflicts at an early stage. You will proactively seek to understand the key activities and cultural climate across HES and throughout the public and heritage sectors. You will use this insight to build constructive partnerships with colleagues across the organisation and in related organisations.

You will support the Director of Operations by introducing innovative solutions to make the most of the resources within the Directorate. Working with colleagues across the Regions and with your teams, you will prioritise and plan work in the most efficient way to deliver long-term care of our properties. You will bring a strong customer and business improvement focus to HES and be able to balance competing priorities, with an eye for detail as well as strategic vision. You will be tenacious and resilient, demonstrating exemplary personal judgement, initiative, and collaborative skills.



## Key responsibilities, duties and objectives

### Stakeholder management, partnerships, and influence

- Represent HES at a senior level, identifying and engaging with a wide range of external partners and stakeholders, including government, public bodies, private individuals, civic and industry groups, to successfully grow our influence and income, facilitate our involvement in external initiatives and resolve potential conflicts at an early stage.
- Act on behalf of cross-organisational interests, proactively seeking to develop and maintain a sound understanding of the evolving internal and external context in which you have discussions and make decisions, including being aware of activities at HES Board and related government bodies.
- Build and maintain productive relationships with partners across HES, keeping them updated on developments with stakeholder discussions and calling on their expertise when their insight is needed.
- Act as a trusted partner, demonstrating exemplary personal judgement, diplomacy, influencing and interpersonal skills, as well as discretion and confidentiality when handling sensitive situations both internally and externally.

### Strategic Direction

- Support the Director of Operations in developing the strategic direction for the new Directorate and designing the operating plan for your Region to align with the Directorate vision, operating plans, and procedures.
- Lead the operational delivery of HES activities at sites within your Region, including all aspects of visitor and community services, conservation and operational asset management work, ensuring consistent national standards are applied and agreed performance indicators met. In doing so, implement plans for sites in conjunction with other parts of the organisation.
- Explore ways in which the functions and resources of the Region can be used flexibly and efficiently.

### Visitor and community services

- Establish the resourcing levels and operating standards associated with the visitor operations at sites within your Region, encouraging a culture of continuous improvement and innovation to deliver outstanding experiences for those who visit.
- Oversee the development of community engagement at sites within your Region, increasing the visibility and relevance of HES to local communities and growing the use of the historic environment as a social and cultural resource, and its use as creative inspiration.
- Work with partners across HES to grow outreach activities within the available budget, increasing the understanding of the cultural value of heritage and the use of sites as a resource for education and learning within communities.
- Oversee the sustainable growth of commercial income at a regional level, working with colleagues across HES to take an innovative, proactive approach to local site experiences, ticketing, and commercial operations such as retail, catering, filming etc

- Provide senior support to the resolution of any customer and visitor complaints.

### **Conservation, maintenance, and facilities**

- Working with colleagues, contribute to the development of a national programme of site conservation, maintenance, and investment, in line with available budget. Identify the resource requirements and the expertise required from other parts of the organisation to support delivery of projects in your Region.
- Ensure a strong focus on compliance with standards and regulations across all aspects of our properties and visitor operation, including health, safety, security and colleague wellbeing across the Region and adherence with procedures relating to processes such as the procurement of services and goods.
- Oversee the advancement and delivery of our climate change ambitions at a Regional level, working closely with colleagues across HES to understand the opportunities and challenges.

### **Leadership and management**

- Effectively manage the Region's allocated budget and ensure compliance with HES governance arrangements.
- Provide strong and clear people leadership to a team of professional colleagues creating the right environment to encourage fresh thinking and empowerment, developing colleagues to support HES in realising our ambition and enabling us to be a great place to work for all.
- Role model a proactive, collaborative, outward-facing culture, encouraging your team to raise the profile of their work internally and externally, think beyond boundaries and work cross-Regionally, HES-wide and with external partners to achieve the best result for the whole organisation.
- Contribute to the continuous development of HES by actively pursuing and sharing insights from your Region and working with partners across the organisation to deliver projects and improvements that advance the delivery of our Corporate and Annual Operating Plans.
- Partner with the other Heads of Region to ensure effective cover in the event of absence and to cover business continuity incidents on weekends and public holidays.

## **Post Competencies**

You will be assessed against these competencies during our selection process.

### **Core Competencies:**

- Delivering excellent Service – Demonstrating a commitment to quality services
- Teamwork - Contributing to and supporting working together
- Planning and Organising - Putting plans and resources in place to achieve results



- Communication - Communicating appropriately and clearly
- Knowledge & Expertise - Applying and developing knowledge and expertise to achieve results - (See below for specific criteria)

***Management Competencies:***

- Achieving results - Focusing on the delivery of objectives
- Leading a Team/Project/Task – Focusing on leading a Team/Project/Task or developing people.

***Leadership Competencies:***

- Strategic vision - Keeping an eye on the bigger picture and looking ahead

## Knowledge, skills and experience

You will be required to demonstrate that you meet the requirements and qualifications below as part of the selection process.

***Essential requirements:***

- A proven track record in building partnerships and relationships to deliver services within and out with an organisation, successfully managing and maintaining constructive relationships with a range of stakeholders including political representatives, civic groups, and public bodies.
- Exemplary personal judgement and the ability to consider actions and decisions in the context of the wider organisation, including concerns out with the direct interest of the role
- A proven track record of increasing community engagement and awareness across multiple sites
- Experience in leading large, multi-disciplinary teams of people in a context relevant to the requirements of this post.
- Knowledge and experience of leading successful operational delivery in a complex environment, including delivery against, and the management of, operational plans, targets and budgets
- Knowledge of the type of work covered by the role
- The ability to work collaboratively and think strategically, with vision and creativity
- Proven track record of leading a large, successful team to deliver high performance, particularly experience of successfully embedding a new culture to increase colleague engagement and productivity through challenging times
- Experience working collaboratively to conceive and deliver innovative solutions to problems

***Desirable requirements:***

- Experience and knowledge of a multi-functional organisation

***Qualifications & Professional Memberships (Desirable):***

- Relevant professional qualification
- Qualifications or skills and experience at SCQF Level 7 (e.g., Certificate of Higher Education, Professional Development Award)

## What we offer

We welcome applications from all nationalities, assuming that they have the right to work in the UK: applying for a job with us could open the door to a unique work environment. It will give you job satisfaction and excellent development opportunities, plus a competitive salary, 25 days paid holidays (rising to 30 days after 3 years' service) and 11.5 public holidays a year – pro rata for part time staff.

In addition, we offer a great benefits package to our employees which includes:

- flexible working hours (where appropriate)
- special leave
- maternity/paternity leave
- adoption leave
- reimbursement for relevant professional subscriptions
- support for further education and personal development
- study leave for work related courses
- access to a learning resource centre

## Health and welfare

We offer you access to:

- our Employee Assistance Programme – for confidential advice and counselling
- an occupational sick pay scheme
- discounts at some local authority leisure facilities
- access to a free Headspace membership
- interest free loans for bicycles and annual travel passes (see 'season ticket' below)
- reasonable adjustments when needed, as part of our Equalities policy

## Staff discounts

You will receive:

- free entry to all of our properties (with up to three guests)
- free entry to English Heritage, Manx and Cadw properties
- 20% off purchases in our retail outlets

## Season tickets

You can receive an advance to help with the cost of buying an annual season ticket for travel between home and work. The advance is then repaid from your salary over the life of the season ticket. Available to all permanent and fixed-term staff.

## How to apply for this post

You can apply on-line by visiting our website at <https://applications.historicenvironment.scot/>

We are looking for you to complete a statement of competence looking at the essential and desirable requirements of this role. Guidance on completing a statement of competence can be found in the 'Recruitment Guidance' document, also available at the above website, which we recommend that you read, in conjunction with this Job Description.

Your application must arrive by the advertised closing date. Please note that when applying online, we will only be able to see your application once you fully submit it.

If you are unable to complete an online application form or require this document in a different format, please email [recruit@hes.scot](mailto:recruit@hes.scot), quoting the job title and recruitment reference, and we will assist you.

Please note that, as we operate an electronic recruitment system, we will contact you via the email address that you provide in your application to inform you of the outcome of your application.

For further information about the post, please contact Craig Mearns, Director of Operations via email at [craig.mearns@hes.scot](mailto:craig.mearns@hes.scot)

We welcome all applicants from under-represented groups within HES. We know from our [equality monitoring](#) that we need to increase our diversity in terms of ethnicity and disability. We also want to address occupational areas where the ratio is disproportionately in favour of women or men. We ask all applicants to complete the Equality Monitoring section of the recruitment paperwork to help us pursue a diverse and inclusive workforce. In support of our Gaelic language plan we welcome applications from Gaelic speakers.

Human Resources  
Historic Environment Scotland