

## Business Plan Appendix BP5: WSWG 10 Year Staffing Plan

WSWG’s goal of bringing Taymount and Five Mile Woods into community ownership will be achieved through the Forestry and Land Scotland Community Asset Transfer Scheme. This facility falls within Scottish Government obligations contained within the Community Empowerment (Scotland) Act 2015, which has introduced the right for community organisations and groups to request ownership, lease or use of public sector assets through acquiring them at a discount upon market values on the basis of investing in community benefits. The WSWG Project has been developed around its Window on the Woods Vision which captures the intention to deliver Community Wellbeing through a range of Community Benefit Themes and Woodland Management for Nature Recovery.



A fundamental objective of the WSWG Project is that of community engagement at all levels of project development and delivery. Run as a staffed organisation, the WSWG SCIO project will be overseen by the Board of Trustees in conjunction with the Wildwood Steering Group, comprising people with specialist knowledge and expertise relevant to the WSWG Vision. Staff will be engaged to develop and deliver work programmes across the Window on the Woods Vision in conjunction with volunteer Community Working Groups for each of element of the Vision.

The following sets out the indicative ten-year staffing plan which WSWG has developed to achieve this, with corresponding summary job descriptions below.

Year 1	Years 2-5	Years 6-10	>Year 10
<b>Basic Staffing of WSWG Project – both Woods – Window on the Woods Year-round Activities Programmes</b>			
<b>Project Co-ordinator and Community Benefit Manager (Senior Post):</b> WSWG Project: 3 d Creativity & Culture – 1 d Healthy Living & LLL – 1 d <b>5</b>	<b>Project Co-ordinator and Community Benefit Manager (Senior Post):</b> WSWG Project: 2 d Creativity & Culture – 1.5 d Healthy Living – 1.5 d <b>5</b>	<b>Project Co-ordinator and Community Benefit Manager (Senior Post):</b> WSWG Project: 2 d Creativity & Culture – 1.5 d Healthy Living – 1.5 d <b>5</b>	<b>Project Co-ordinator and Community Benefit Manager (Senior Post):</b> WSWG Project: 2 d Creativity & Culture – 1.5 d Healthy Living – 1.5 d <b>5</b>
<b>Forestry, Ecology and Site Manager:</b> WSWG Project: 1 d Forestry & Biodiversity - 2 d Forest Food – 1 d Welcome, Access & Accessibility – 1 d <b>5</b>	<b>Forestry, Ecology and Site Manager:</b> WSWG Project: 1 d Forestry & Biodiversity - 2 d Forest Food – 1 d Welcome, Access & Accessibility – 1 d <b>5</b>	<b>Forestry, Ecology and Site Manager:</b> WSWG Project: 1 d Forestry & Biodiversity-2 d Forest Food – 1 d Welcome, Access & Accessibility – 1 d <b>5</b>	<b>Forestry, Ecology and Site Manager:</b> WSWG Project: 1 d Forestry & Biodiversity-2 d Forest Food – 1 d Welcome, Access & Accessibility – 1 d <b>5</b>
<b>Office Manager /Fundraiser:</b> Admin – 2.5 d Fundraising – 2.5 d <b>5</b>	<b>Office Manager /Fundraiser:</b> Admin – 2.5 d Fundraising – 2.5 d <b>5</b>	<b>Office Manager /Fundraiser:</b> Admin – 2 d Fundraising – 3 d <b>5</b>	<b>Office Manager /Fundraiser:</b> Admin – 2 d Fundraising – 3 d <b>5</b>
<b>Living Forest Enterprise Developer:</b> <b>1</b>	<b>Living Forest Enterprise Developer:</b> <b>1</b>	<b>Living Forest Enterprise Developer:</b> <b>1</b>	<b>Living Forest Enterprise Developer:</b> <b>1</b>
	<b>Lifelong Learning Manager:</b> WSWG Project: 0.5 d Woodland Observatory– 2 d Other LLL – 2.5 d <b>5 (from Year 3)</b>	<b>Lifelong Learning Man’r:</b> WSWG Project: 0.5 d Woodland Observatory-2d Other LLL – 2.5 d <b>5</b>	<b>Lifelong Learning Man’r:</b> WSWG Project: 0.5 d Woodland Observatory-2d Other LLL – 2.5 d <b>5</b>
		<b>Taymount Hub Manager/ Green Enterprise Lead</b> <b>5</b>	<b>Taymount Hub Manager/ Green Enterprise Lead</b> <b>5</b>

## **WSWG Summary Job Descriptions**

### **WSWG Project Co-ordinator and Community Benefit Manager (Senior Post)**

**Full time – 5 days per week from Year 1**

Salary: £30,000

The WSWG Project Co-ordinator and Community Benefit Manager will have the lead role in delivering and managing the WSWG Project in accordance with its Business Plan, sustainable operational policies and community engagement ethos. They will lead the staff team, oversee the management of volunteers and have principal responsibility for liaison with the Board of Trustees as well as overall responsibility for budgetary management of the WSWG Project.

They will also have specific responsibility for developing and implementing WSWG's Creativity and Culture and Healthy Living Programmes. This will include:

- establishing and supporting the Creativity and Culture and Healthy Living Community Working Groups
- delivering the Creativity and Culture and Healthy Living Year-Round Activities Programmes developed by their respective Community Working Groups, including managing involvement of session workers and other contracted service providers
- budgetary management of the Creativity and Culture and Healthy Living Programmes
- Development of Community-led design process for the Taymount Hub

They will also have similar responsibility for the Life-Long Learning Programme until appointment of the Life-Long Learning Manager in Year 3.

This post requires a person with relevant qualifications and demonstrable experience in project management, community engagement, a good understanding of business development, excellent general organisational and management skills, a good attention to detail and a talent at problem solving.

Excellent communication skills and an ability to motivate and inspire others with a commitment to development at a local level are also required.

### **Forestry, Ecology and Site Manager**

**Full time – 5 days per week from Year 1**

Salary: £27,000

The Forestry, Ecology and Site Manager will be a key part of the WSWG staff team but will have specific lead responsibilities within that team and the WSWG Project as a whole.

The Forestry, Ecology and Site Manager will be responsible for development and delivery of and budgetary management for:

- the WSWG Woodland Management Plans for Nature Recovery
- the WSWG Forest Food Project
- All aspects of site management including deer control and appointment of forestry and other external contractors.
- establishing and supporting the Forestry, Biodiversity and Climate Community Working Group and other volunteer management in respect of the above in its Year-Round Activities Programmes.

They will also have specific responsibility for developing and implementing WSWG's Welcome, Access and Accessibility Plan. This will include:

- establishing and supporting the Welcome, Access and Accessibility Community Working Group
- delivering the infrastructure improvements of the Welcome, Access and Accessibility Plan with input from the Welcome, Access and Accessibility Working Group and its Year-Round Activities programmes.
- budgetary management of the Welcome, Access and Accessibility Plan.

WSWG proposes a number of buildings and structures to be created around the site, the aim being low impact and ideally of carbon neutral construction, potentially using timber harvested on site. Structures provisionally include the

initial staff base and store, the Loggers Shieling and rain shelters, but may later include structures relating to further development of the Taymount Hub and WSWG's Green Enterprise programme, including Artist's off-grid Bothy and Craft Hamlet. Depending on the nature of the construction, it is envisaged that the postholder may take the lead role in or work with those who are supervising contractors on construction projects and supervising volunteers or apprentices on any self-build projects.

This post requires a person with relevant qualifications and demonstrable experience in forest management, a good understanding of business development, excellent general organisational and management skills, a good attention to detail and a talent at problem solving.

Excellent communication skills and an ability to motivate and inspire others with a commitment to development at a local level are also required.

### **Office Manager/Fundraiser**

**Full time – 5 days per week from Year 1**

Salary: £25,000 pro-rata

The Office Manager/Fundraiser will be a key part of the WSWG staff team but will have specific lead responsibilities within that team and the WSWG Project as a whole.

Their main Office Management duties will include:

- Providing day-to-day team and office functioning and support
- HR services to achieve a positive working environment through organisation and support of team members
- Financial management, including bookkeeping, insurance billing, payroll etc
- General WSWG Project and administrative support

Their main Fundraiser duties will include:

- Immersive familiarisation with WSWG project and programme development
- Development of funding applications in liaison with team members and Community Working Groups
- Ensuring a submission and success rate from funding applications commensurate with the minimum needs and aspirational targets of the Window on the Woods themed programmes and corresponding operational requirements.

This post requires a person with relevant qualifications and demonstrable experience in office and financial management and fundraising, excellent general organisational and communication skills, a good attention to detail and a talent at problem solving.

### **Living Forest Enterprise Developer**

**Part time – 1 day per week from Year 1**

Salary: £25,000 pro-rata

This position, which could be either as an employee or on a self-employed basis, will focus on developing income streams from the Living Forest enterprises. This will range from the Forest Food Project including birch sap to Novel Forest Income such as tree dedication schemes and new planting, plus Natural Capital-based revenue opportunities.

This post requires a person with a creative outlook, good IT, communications and numeracy skills, preferably with experience in on-line marketing and web-based business development, good attention to detail and a talent at problem solving.

### **Life-Long Learning Manager**

**Full time – 5 days per week from Year 3**

Salary: £25,000 pro-rata

The Life-Long Learning Manager will be a key part of the WSWG staff team but will have specific lead responsibilities within that team and the WSWG Project as a whole.

The Life-Long Learning Manager will be responsible for development and delivery of and budgetary management for:

- The Five Mile Wood “Woodland Observatory Project” – a long term community education project to monitor, compare and contrast this special woodland of two halves: rewilding in the northern “Gap Site” and sustainable forest management of the mature plantation woodland in the southern half of the site.
- WSWG’s general Life-Long Learning programme across both Five Mile Wood and Taymount Wood
- Volunteer management, including establishing and supporting the Life-Long Learning Community Working Group
- Life-Long Learning Year-Round Activities programmes developed with the Life-Long Learning Community Working Group, including engagement and management of session workers and other contracted service providers for this programme.

This post requires a person with relevant qualifications and demonstrable experience in environmental education, working with people of all ages and abilities, excellent general organisational and management skills, a good attention to detail and a talent at problem solving.

Excellent communication skills and an ability to motivate and inspire others with a commitment to development at a local level are also required.

### **Taymount Hub Manager/Green Enterprise Lead**

**Full time – 5 days per week from Year 6**

Salary: £25,000 pro-rata

The Taymount Hub Manager/Green Enterprise Lead will be a key part of the WSWG staff team but will have specific lead responsibilities within that team and the WSWG Project as a whole.

Their main duties will include:

- Management of Taymount Hub
- Line management for Taymount Hub staff and other community enterprise employees
- Development of other proposed income generating Community Green Enterprises
- Volunteer management, including supporting the Green Enterprise Community Working Group and its Year-Round Activities Programmes.

This post requires a person with relevant qualifications and demonstrable experience in business, community projects and/or venue management, excellent general organisational and communication skills, a good attention to detail and a talent at problem solving.

This post should aim to be financially self-sustaining within the WSWG Green Enterprise Programme by Year 10.

**Further information.**

Whilst it is more likely that WSWG would offer these positions on the basis of direct employment as a WSWG staff member, either full time or on a part time basis, there could be opportunities for some positions being offered on a self-employed basis.

There may also be opportunities for job sharing, including possibilities for splitting posts into lead and trainee positions.

All staff members will be required to engage fully with the fundraising processes relating to all aspects of their responsibilities within the WSWG Project.

All staff members will be required to engage fully with the responsibilities of volunteer management including risk assessment, first aid, police disclosure procedures, etc.

All staff members will be required to engage fully with WSWG operational standards and training requirements of their role.

All positions will be on a two-year contract basis in the first instance, with a 3-month probationary period, and performance will be subject to regular review. It is hoped the positions would become permanent in due course.

The WSWG full time working week will be 35 hours, and pro-rata in part-time positions. All employed staff will have 6-8 weeks paid leave including all entitlements to public and bank holidays.

WSWG will eventually operate with personnel presence on site seven days a week, particularly once the Taymount Hub is in operation. Staff rotas will therefore apply to ensure appropriate cover, potentially involving flexible working and time off in lieu as required for all staff.

WSWG has an equal opportunities policy to ensure all members of staff employed by WSWG and all applicants for employment will be given equal opportunity irrespective of sex, marital status, race, colour, nationality or ethnic origin, in all aspects of recruitment, employment, promotion and training. WSWG is committed to giving full and fair consideration to people with disabilities applying for positions who possess the relevant skills and experience.