



ramblers
at the heart of walking

Business Intelligence Manager

Data & Digital Transformation

26 February 2019

INFORMATION FOR APPLICANTS FOR THE POST OF BUSINESS INTELLIGENCE MANAGER

Thank you for your interest in being our Business Intelligence Manager. This pack tells you more about the Ramblers, how we work, and details of the role and the people you'll be working with. It also gives information on how to apply.

About the Ramblers

The Ramblers helps everyone, everywhere, enjoy walking and protects the places we all love to walk. We are the only charity dedicated to looking after paths and green spaces, leading walks, opening up new places to explore and encouraging everyone to get outside and discover how walking boosts your health and your happiness.

Since 1935, the Ramblers have played a crucial role in:

- establishing National Parks
- establishing the first National Trail, the Pennine Way
- protecting paths and place them on definitive maps in England and Wales
- getting access to the countryside, including the Land Reform (Scotland) Act 2003, securing ancient freedoms and the Countryside and Rights of Way Act (2000) which opened up a million hectares of countryside in England and Wales
- helping people to go walking on friendly, group walks and with our quality library of self-guided routes.

We are as relevant today as ever before. Our programmes and activities are many and varied. We provide:

- Self-guided routes for informal walking, including free, short routes for those new to walking
- Led group walks, including free health walks for those who need a helping hand to get started
- Outings, trips away and social events for our members
- Information and education to the public on places to walk, safety and equipment
- Advocacy and campaigning for a country designed for walking
- Monitoring and inspection of the path network and rights of access
- Maintenance and upgrading of path network

Volunteers are at the heart of everything we do. Other than small staff teams in London, Edinburgh and Cardiff, all our work is carried out by volunteers. Some 25,000 work 365 days a year, rain or shine, to deliver our mission.

This is an exciting time to be joining the Ramblers. In 2015, the Ramblers adopted a new vision and strategic framework. Under a new chief executive, we are developing strategies, approaches and plans to help us achieve it. Come and join us and be part of this vital period in our history.

Our vision and strategic framework

Our vision is a country where everyone enjoys the outdoors on foot and benefits from the experience.

Over the next ten years, we will focus on three ambitions to help us make our vision a reality:

A country designed for walking

We want everything to be in place in England, Scotland and Wales so we can all enjoy the outdoors on foot and benefit from the experience. This includes great places to walk; a true right to roam and path networks that connect people with communities, history, and nature; we want to ensure the right support from government, society, public and private organisations to help us achieve this. A walking country will enable and motivate more people to walk, as a means of transport, for their health and wellbeing, to help the environment or for the sheer joy of it!

Helping everyone find their feet

Walking can take you anywhere. We want to provide the support and resources everyone needs, regardless of their age, background, fitness or mobility, to enjoy and benefit from walking outdoors. We want to help construct the national and local policies and programmes that give individuals and communities the opportunity to go out and walk, and we want to educate them about how walking can improve their health and wellbeing.

Connecting people through the Ramblers

We want to improve the health and wellbeing of the public by providing our own communities of walkers with the best possible Ramblers experience. This includes leading high quality walks, facilitating outings and holidays that help people enjoy the best walking has to offer; producing expert resources so people can safely explore the outdoors themselves and connect with nature; and providing tailored support to individuals to help them progress from the sofa to the summits or the city street to the mountain peak.

We will do all this by leading from the front. Over the next ten years we will stand together with the outdoors community, inspire a new generation of walkers and continue to work in partnership to achieve our three ambitions.

Our priorities 2018 – 2021

As outlined in our strategic framework, we will “lead from the front” and invest in the five strategic priorities outlined below - to stimulate growth, to ensure continued value and relevance to our supporters, and to deliver our charitable aims over the coming decade.

1. TRANSFORMING OUR DATA, DIGITAL AND INSIGHT CAPABILITIES

We will create a suite of strategic capabilities including a data centre, insight hub, mobile apps and walk library with new creation and curation tools and a new website and communication system, to provide better insight and improved understanding of - and relevance to - to our supporters. This work will be led by our Director of Data Transformation and her team.

2. DEVELOPING A REGULAR CYCLE OF MAJOR CAMPAIGNS

We will deliver regular campaign activities throughout the year and innovative, awareness-raising approaches, to reach out and proactively involve supporters with our cause and deliver on our policy aims across all three nations. This work will be led by our Director of Advocacy and Engagement (A&E) and his team.

3. EXPANDING SUPPORT FOR VOLUNTEERING

We will develop our training, resources, policies and guidance for volunteers across the whole organisation. We will provide support for our walking activities, focusing on those delivering walks,

path maintenance and area/group leadership volunteers. We will clarify and integrate our short health walks offer. This work will be led by our Director of Delivery and Development and her team.

4. GROWING MEMBERSHIP AND ASSOCIATED INCOME

We will put our members at the heart of our work. We will diversify our income through partnerships with individual supporters and with organisations such as the People's Postcode Lottery (PPL), Ramblers Walking Holidays, corporates and trusts; to continue to strengthen our financial position. This work will be led by our Director of Membership and Fundraising (M&F) and her team.

5. IMPROVING INTERNAL INFRASTRUCTURE

We will improve our in-house support systems (Finance, HR, telephony, video conferencing and remote access systems) through our Tapestry Programme. The upgrading of our foundational infrastructure will enhance our effectiveness and efficiency and help us deliver our mission. We will also develop a long term location strategy. This work will be led by our Director of Services and her team.

The operational priorities of the Business Intelligence Manager team are:

- Provide The Ramblers with the BI we need to deliver the above
- Establish a BI continuous improvement plan
- Coach staff & key volunteers to make good use of our BI
- Standardise and police data definitions, calculations and BI terminology throughout The Ramblers organisation
- Plan and deliver an impact evaluation library, including qualitative research

Our governance

At the heart of everything we do are our members who support our values and deliver the vast majority of our work by volunteering their time and energy. At our annual gathering, called the General Council, these volunteers elect a Board of Trustees who strategically run the charity on their behalf. Formally we are the Ramblers Association, but we operate as the Ramblers.

Whichever nation they call home, every member who joins us is part of Ramblers Great Britain. Ramblers Scotland and Ramblers Cymru operate independently but within the Ramblers GB family. Areas in Scotland and Wales elect a national council similar to the General Council. These councils elect an executive committee who set the strategic direction and policy for our work in Scotland and Wales. Our GB strategic framework and business plan are supported by equivalent documents for Ramblers Cymru and Ramblers Scotland.

Trustees delegate responsibility for the day to day management of the charity to our Chief Executive and her team.

Our Teams

The Ramblers GB staff team comprises six divisions:

- chief executive's office – provides overall leadership to the organisation, supports local area leadership teams and makes sure our charity is governed effectively
- data & digital transformation – driving change through designing, developing & deploying data & digital capabilities for staff & volunteers
- advocacy and engagement – lobbies and advocates on behalf of walkers, campaigns to bring about change for walkers, engages our supporters to help deliver our mission and generates income through fundraising

- delivery and development – helps get more people walking more often through member and non-member products and services including group walks, self-guided routes and path maintenance activities; ensures a consistent approach to the management and support of volunteers across the charity
- membership and fundraising – understanding the needs of our members and supporters, to recruit, retain and motivate our members so that we benefit from their loyalty, support and involvement with the charity. To lead fundraising activities to enable the charity to remain free to deliver its charitable aims.
- services – provides underpinning infrastructure to support the delivery of our mission, through finance, human resources, facilities, ICT and member recruitment and retention.

There are also teams in Ramblers Cymru and Ramblers Scotland, reporting via their directors, to the chief executive. These teams deliver the business plan for their nation.

We have frameworks which set out how work is delivered across our GB and national teams, to avoid duplication and maximise our efforts.

Our divisional structure does not neatly map to our strategic framework pillars. As a small organisation with big ambitions, all our work is delivered in a genuinely cross-team, collaborative way. Whichever division you join, you will have the opportunity to contribute to delivering all aspects of our mission.

Whichever team they're in, and wherever based, our staff all have a few things in common – a passion for walking and the outdoors, a love for our volunteers, and a commitment and resilience to make ambitious plans happen in a challenging environment.

The Role

We are looking for a highly skilled Business Intelligence Manager.

This is a key role, being the first ever in The Ramblers, where you will be expected to create a strong BI capability and lead the adoption of it amongst staff and volunteers.

This position is part of the Data & Digital Transformation Directorate, reporting directly to the Director in charge of this area.

The Challenge

It is important that the successful candidate is very knowledgeable about the creation and running of a BI capability. The Ramblers have not been a data-driven organisation and many decisions were, and continue to be made, without evidence and without measures being agreed. The CEO and Senior Leadership Team are totally committed to establishing data-driven decision making, as an instrumental part of improving the overall performance of The Ramblers in many areas, including membership growth, more relevant communications, targeted fundraising and better volunteer recruitment.

You will need to be confident, a good communicator and be able to 'read the room' so you know what to pitch to whom. The main challenge is that your work will be a real change from what the incumbent staff and volunteers are used to.

At the same time you will need to be passionate about the outdoors, enjoy walking and really value our wonderful footpath network and rights of way.

Success Measures

You will be able to:

- Demonstrate that you understand and support the Ramblers' core values.
- Create and run a top-class, contemporary BI capability we can all be proud of
- Drive staff and volunteer adoption of intelligence and insight

The Directorate

The Data & Digital Transformation Directorate are leading a programme of work which aims to transform The Ramblers through data accessibility, digital tools and the introduction of new data-based skills. The DDT team has built a supporter data warehouse, implemented a Tableau server populated with 120 views, and now is designing a geo-spatial hub and a mobile app. DDT will continue to design, develop and deploy new capabilities over the next 2 years, including a new website, CMS and multi-channel comms engine.

Candidate Application Information

Initially please refer to the Role Profile (Job Description) below for this role to check that you meet the criteria in the “knowledge, skills and experience” section that are necessary for the job.

Then send us your CV and a covering letter by 24 March 2019

Shortlisting	week commencing 25 March 2019
1st Interviews	April 2019
2nd Interviews	April 2019

This can be e-mailed to recruitment@ramblers.org.uk or posted to:

***Human Resources
Ramblers
2nd Floor Camelford House
87-90 Albert Embankment
London
SE1 7TW***

Any applications arriving after this deadline will not be considered for shortlisting unless there are exceptional reasons.

Candidates with disabilities and special needs

Please tell us if there are any reasonable adjustments we can make to assist you in your application.

If you have a disability, which you would like us to take into account, please tell us about this when you apply. Please let us know if we can help and remember that you can request information in large print or in a different format.

Guidance for CV and cover letter submission

Please send an up to date relevant CV including contact details of two referees. Note: - we will not take up references before short-listing. Please also complete our Equal Opportunities Monitoring form by downloading from the jobs section of our web page <http://www.ramblers.org.uk/jobs.aspx>

This job pack contain information about the Ramblers, the job vacancy and the person required. You should read these carefully to make sure that the job and conditions are suitable.

It is our intention to appoint the best candidate for every vacancy in accordance with our Equal Opportunities Policy. To do this fairly, within the overall recruitment process at stages throughout the process we will need all candidates to provide relevant information about themselves. This information should be based on the criteria listed in the enclosed person specification and which are regarded as essential to the job.

Providing a covering letter is the most important part of your application. It should be used to tell us how you think you meet the selection criteria listed on the knowledge, skills and expertise section of the job description. Draw particular attention to experience, skills, achievements and knowledge gained in past employment or other activities which are relevant to the job. It may be easier to use headings relating to the requirements detailed in the person specification and demonstrate how you meet them.

Ensure your covering letter is no more than 2 pages long (2 sides of A4).

If we progress your applications, at your first interview you will be asked to present examples of great BI you have either led or been instrumental in delivering, along with their results.

Whilst the application is by CV and covering letter, the successful candidate will be required to complete the Ramblers standard application form on appointment.

Equal Opportunities

The Ramblers is an equal opportunities employer. Candidates should note that our recruitment procedures are carried out in accordance with equal opportunities principles and selection is based on how well candidates meet the objective criteria, which are stated as the requirements for the job. We welcome applications from individuals regardless of race, gender, disability, gender re-assignment, marriage & civil partnership, sexual orientation and pregnancy or maternity

We ask that all candidates for this post complete the Equal Opportunities Monitoring Form available from the job page of our website - <http://www.ramblers.org.uk/jobs.aspx>, which will enable us to monitor the effectiveness of our Equal Opportunities Policy. The information is kept confidentially within the HR Department.

We regret that we are unable to acknowledge receipt of applications, but please telephone the HR Department on 020 3961 3300 if you want to check yours has been received. If you do not hear from us within four weeks of the closing date please assume that you have not been shortlisted.

Role Profile

Job Title: Business Intelligence Manager	Responsible to: Data & Digital Transformation Director
Department/Division: Data & Digital Transformation	Responsible for: No direct reports
Contract: Permanent	Full Time 35 hours a week
Band: 5	Location: Vauxhall, London
<p>Purpose of Role:</p> <p>To provide The Ramblers with accurate, relevant and accessible business intelligence and to embed the use of it within the organisation to prove our impact and make better decisions.</p>	
<p>Key Responsibilities:</p> <ul style="list-style-type: none"> - Running the Ramblers self-serve Insight Hub on Tableau, ensuring it meets business needs - Establishing an Insight Hub change plan which ensures continuous improvement of dashboards - Influencing staff colleagues and key volunteers to consult data-based insight to make decisions (evangelising, training, workshops etc) - Assisting key staff 'sell' our intelligence to press & partners and achieve data industry recognition to position The Ramblers as a gold standard for self-serve BI - Working closely with internal & external data partners to ensure the data definitions within the Insight Hub are calculated according to set standards across all dashboards - Maintain the organisation data dictionary and Tableau playbook - Ensure presentation views within the warehouse are well maintained and not contradictory across our suite of reports - Assisting in the briefing of qualitative research to ensure consistency, optimise tracking and minimise duplication - Leveraging our mobile and other data capabilities to propose new tracking and research approaches eg. micro-surveys on mobile app, satisfaction tracking via website - Ensuring qualitative insight pieces are appropriately captured and tagged in an accessible asset library (eg. case studies) - Ensuring staff and volunteers know how to find the right intelligence easily and quickly - Budgeting accurately for the above (human and technical resources) - Reporting on achievements, your KPIs are Insight Hub & case study engagement with all staff and key volunteers 	
<p>Decision-making</p> <p>Deciding the optimum methods & timings to embed Insight Hub usage amongst staff Deciding the optimum methods & timings to embed Insight Hub usage amongst volunteer body Deciding on the most useful data definitions for The Ramblers Deciding the optimum combination of out-sourced and in-house resources to create presentation views</p>	

Deciding when a new dashboard is the right solution – or revising an existing one
Deciding on the optimum visualisation to achieve the organisations aim
Deciding the ‘internal costs’ of changing and creating dashboards and in-house research to achieve full cost recovery, but encouraging experimentation
Prioritising organisations intelligence needs according to the business plan and allocating budget appropriately

Analysis and initiative

This is a transformation role, and as such, it is about creating new behaviours, techniques & processes throughout the organisation.

A high degree of initiative is required, along with excellent situation analysis skills.

Because self-serve insight is new to the organisation this role will be required to create new procedures and processes to achieve the objectives, facilitate the change and maintain them through the correct governance.

This person will also identify interesting patterns in the data and escalate to the appropriate team, following through to achieve resolution or positive outcome.

Local successes because of the application of BI must also be identified and ‘best practice’ rolled-out as appropriate.

Communicating

A major part of this role is to communicate the new Business Intelligence capabilities in a timely, engaging and relevant way to very different audiences including all staff, areas & groups and our various committees & governance groups including the Board of Trustees (and potentially media partners too).

Responsible for creating relevant ‘insight stories’ for each audience that resonates with them and effectively creates the necessary changes in behaviour required to deliver the objectives of proving our impact and making better decisions.

Responsible for utilising the existing communications vehicles, CEO’s newsletter, Roadshows, AGM’s etc to carry the above stories, establishing and maintaining positivity around data-based intelligence.

People

This role has no direct reports. Goals are achieved through influencing & indirect management. Your key colleagues will be ‘Heads of’ within the Volunteering, Membership, Fundraising, Policy and Engagement Teams, and the Senior Leadership team (our executive board of directors).

You will also be influencing key volunteers – our committee members, our area leaders and specialist roles like membership secretaries, path-protection and route builders.

Resources

Responsible for our business intelligence and research budgets of circa. £150,000/annum. This includes Tableau and Talend licencing and external Tableau design.

You will be required to manage external data partners to create presentation views, and to configure our new CMS, website and comms engine to fulfil our BI needs.

Knowledge, skills and expertise (person specification)

Essentials:

- Passionate about the value of data
- Solid self-serve BI platform experience – minimum 3 years, Tableau, Qlik or Power BI preferred
- Strong situation analysis skills
- Proven project management skills – good delivery
- Inspiring communication & engagement skills
- Impressive problem-solving abilities
- Proof of achieving behaviour change using BI

Desirables:

- Knowledge of SQL based data centres and Talend etl
- Basic Tableau skills
- Experience of creating training programmes for self-serve digital tools
- Understanding of qualitative research techniques

Personal qualities:

- Gravitas and trustworthy
- Energising & confident with a can-do approach
- Resilience & positive energy

Key Contacts

Internal: DDT Team, Head of Membership, Head of Fundraising, Head of Engagement, Head of Walking, Head of Access, Head of Volunteering, Head of ICT, Head of Finance, Head of HR, SLT Directors, key volunteer roles.

External: Data Consultancy, Mobile agency, Geo-spatial data consultants, Research agencies

Other essential requirements for the role-holder

Every member of staff is expected to show respect to their colleagues, our volunteers and members and to understand and adhere to the following:

- Ramblers Code of Conduct and Values
- Equality and Diversity Framework
- Health and Safety Policy
- ICT Security Policy

Staff should also ensure that they act in accordance with The Data Protection Act 2018 and the Privacy and Electronic Communications Regulations 2003, Fundraising Code of Practice, Ramblers financial instructions and UK employment law if applicable.

The details contained in the Role Profile, particularly the key responsibilities, reflect the content of the job at the date the document was prepared. It should be remembered, however, that it is inevitable that over time

the nature of individual jobs will change; existing duties may be lost and other duties may be gained without changing the general character of the duties or the level of responsibility entailed. Consequently, Ramblers will expect to revise this job description from time to time and will consult with the post holder at the appropriate time.

Conditions of Employment

PAY

The commencing salary of this role is between £45,000 and £50,000 depending on experience

Cost of living increases are normally applied, subject to approval, in October each year. Salaries are paid on the 28th of each month via bank credit transfer. We do not pay a separate allowance to homeworkers.

WORKING HOURS

The working week is currently 9.30am -5.30pm Monday to Friday. These may be varied by agreement with your line manager. For some roles, there will be occasions when these hours are exceeded for example some weekend working or a requirement to attend evening meetings. In such circumstances and in agreement with your line manager you may take reasonable time off in lieu. Overtime is not paid.

TRAVEL

For some roles, there is a requirement to travel to our Cardiff & Edinburgh offices, and to visit volunteers in different parts of the country. There may be, on occasion, the need for overnight stay. Reasonable travel and hotel expenses may be reclaimed using via Ramblers expenses procedures

LEAVE

Annual leave is 25 days per year plus paid holiday on statutory and other public holidays, this is pro rated for part time staff and staff on fixed term contracts. The Ramblers' office is closed on statutory holidays and from 24 December to 01 January inclusive. The office is also closed on 23 December when that day falls on a Monday; and on 02 January when that day falls on a Friday.

PENSION SCHEME

All staff will automatically be enrolled into a Group Personal Pension Scheme as part of our requirement to meet automatic enrolment legislation. According to the statutory requirements, employees will see 2.4% of their earnings going to their workplace pension. In turn Ramblers will be obliged to add a contribution that is the equivalent of 2% of your earnings. Tax relief adds another 0.6%.

In addition, Ramblers currently offer a higher level of contributions at 6% of your basic salary, provided employees contribute at least 5%.

PROBATIONARY PERIOD

All new employees will be required to undertake a period of probation for six months, in which time you will be expected to establish your suitability for the post. At the end of this period and subject to a satisfactory performance you will be transferred to the established staff.

RAMBLERS MEMBERSHIP

All staff on successfully completing their probation get free Ramblers Membership. This gives you access to hundreds of group led walks every week, Ramblers Routes online library as well as four issues of Walk magazine a year. In addition you will be entitled to membership discounts and offers.

TRADE UNION MEMBERSHIP

The Ramblers recognise the Union Unite. The Union has sole consultation rights within Ramblers for terms and conditions of employment and other matters concerning staff. The Ramblers encourages all employees to join the union.

FLEXIBLE WORKING

After 26 weeks continuous service, Ramblers will consider applications for flexible working arrangements.

The Ramblers will enable as many jobs to open to job sharing as is operationally practicable.

SEASON TICKET LOANS AND CYCLE TO WORK

The Ramblers operate a season ticket loan and cycle to work scheme (available after 3 months service).