

# Scouts

Executive Director of Strategy

**January 2026**



# Welcome

## Dear Candidate

Thank you for your interest in joining Scouts as our Executive Director of Strategy. Scouts is one of the UK's best known and best-loved national charities, helping 450,000 young people each week gain skills for life through adventure and teamwork. Supported by 140,000 dedicated volunteers, we build confidence, compassion and courage that last a lifetime - inspiring generations and strengthening communities across the UK.

This is an exciting moment for Scouts. We have recently faced a challenging period, in which we had to deliver major system implementation, reduce our costs, and implement significant enhancements to our approach to safety. But with these changes now bedding down, and our budget coming back into balance, we are once again poised to make the most of the incredible skills across our volunteer and staff network. With that in mind, we have recently adopted and will soon publish a bold new 2026 - 2035 strategy focused on reaching more young people and empowering them to lead change in their communities.

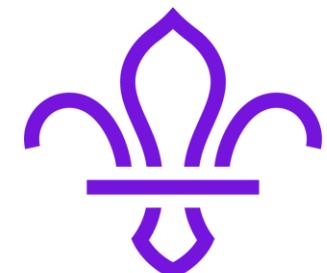
The Executive Director of Strategy will be central to this next chapter and will be the staff lead for the advancement and implementation of the new Strategy. You'll provide strategic insight and positively impact the wider mission of Scouts by developing and rolling out our renewed approaches to business planning, risk management and assurance, data insights and governance, and you'll oversee the People and Culture, Resolutions (complaints) and Governance teams.

You'll also work across our federated structure of Counties, Districts and 7,000 local Scout Groups, and play a key role in ensuring that the national team provides valuable and high-quality services to support Scouts locally. You'll join a collaborative Executive Leadership Team and play a key role in our shared leadership approach with senior volunteers. Together, we're building a more inclusive and forward-looking organisation - one that reflects the diversity and dynamism of young people today.

If you share our values and want to help strengthen one of the UK's most trusted charities, we'd be delighted to hear from you.



Aidan Jones OBE  
Chief Executive  
Scouts



# Scouts

# About us

Scouts is one of the UK's most recognised and respected youth movements, empowering 450,000 young people each week to gain skills for life through adventure, friendship and community. We're a charity built on the commitment of over 140,000 volunteers who make an extraordinary impact in every corner of the UK - helping young people build confidence, resilience and a sense of belonging.

Our mission is simple but powerful: to prepare young people with the skills, values and outlook they need to shape a better world. From local Scout Groups to national initiatives, we help young people discover their potential, work together and take the lead in creating positive change.

Scouts is a federated movement, made up of local Groups, Districts and Counties that together form a nationwide network of support and opportunity. The national charity – The Scout Association – provides the leadership, infrastructure and resources that enable this network to thrive. Our work covers a range of age groups:

<b>Squirrels</b> 4–6 years	<b>BEAVERS</b> 6–8 years	<b>cubs</b> 8–10½ years	<b>SCOUTS</b> 10½–14 years	<b>EXPLORERS</b> 14–18 years	<b>network</b> 18–25 years
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We're entering a new and exciting phase. Our upcoming strategy will focus on reaching more young people, especially those who haven't had access to Scouting before. We're modernising how we work, embedding shared leadership between staff and volunteers, and ensuring that our governance and culture reflect the diversity and dynamism of young people today.

In everything we do, we're guided by our values of care, respect, integrity, cooperation and belief. These principles shape how we support our members, how we lead, and how we continue to make a difference - for young people, volunteers and communities across the UK.

For more information visit [www.scouts.org.uk](http://www.scouts.org.uk).



# Job description

**Job title:**  
Executive Director of Strategy

**Reports to:**  
Chief Executive

**Line management responsibility:**  
Head of Strategic Planning, Head of Assurance and Risk, Head of Resolutions, Head of Governance, Head of People and Culture

**Budgetary responsibility:**  
£3 million

**Internal relationships:**  
Executive Leadership Team, Leadership Forum (key leaders in the national executive team), Department Heads, all staff, Board of Trustees and Sub-Committees, UK Leadership Team (volunteers), volunteers across the movement

**External relationships:**  
Regulatory bodies such as the Charity Commission and Information Commissioner's Office, employment law advisers, Government Departments, Local Authorities, youth organisations/charities in the third sector, funders, donors and partners

# Role purpose

As a full member of the Executive Leadership Team, the Executive Director of Strategy leads the Strategy Directorate and works in close partnership with senior volunteers to ensure continuous improvement of the strategic and operation functioning of The Scout Association (the national charity for Scouts in the UK).

The role has overall responsibility for strategy and planning, data and insights, risk management and assurance, governance, resolutions (complaints) and people and culture.

# Main responsibilities

- Providing leadership to support the development of high-performing teams in the Strategy Directorate to ensure that there is continuous improvement in the strategic and operational functioning of the national charity;
- Ensuring, through working closely with national volunteer colleagues, that Scouts' new Strategy is successfully implemented across the devolved nations, throughout the federated structure and lead the development of the next three-year plan;
- Acting as trusted adviser to the Chief Executive, offering strategic thinking and playing a full role in the direction of Scouts
- Contributing to the successful strategic and operational functioning of the organisation as a full member of the Executive Leadership Team;
- Fostering an inclusive workplace culture that values diverse perspectives and backgrounds, ensuring all employees feel valued and respected;
- Providing inclusive leadership that welcomes diverse talent, supports progression, and nurtures an inclusive culture;
- Overall responsibility for finalising and implementing our renewed approaches to:
  - People and Culture (accountable for employment law matters)
  - Business Planning and Data Insights
  - Resolutions (complaints) and Whistleblowing
  - Risk Management and overseeing the implementation of our Assurance function across the federated structure
  - Streamlining and improving Governance processes in line with the findings of the Governance Review
- Leading the People, Resolutions (complaints) and Governance teams so they achieve excellent results and provide the highest standards of customer service;
- Acting to appropriately discharge the accountabilities of the organisation in relation to regulatory bodies such as the Charity Commission and the Information Commissioner's Office;
- Playing a leading role in ensuring successful shared leadership collaboration with senior volunteers, ensuring that decision-making is clear and meets the needs of the organisation;
- Role modelling and championing equality, diversity and inclusion across all disciplines, ensuring staff work effectively in partnership with volunteers, to get the best out of people and achieve agreed objectives;
- In collaboration with the Executive Leadership Team / UK Leadership Team, monitoring the 'temperature' of the Movement through 'getting out on the ground' and seeking ways to improve its impact, then initiating steps to improve services where necessary;
- Being an advocate for Scouts and working with colleagues to build opportunities to promote the Movement externally to grow membership and generate support;
- Role modelling successful and robust working relationships across all disciplines, ensuring staff work effectively in partnership with volunteers, to get the best out of people and achieve agreed objectives;
- Performing any other duties commensurate with the band of the post and the skills and qualifications of the post-holder.
- The Executive Leadership Team regularly reviews the areas of work overseen by each Executive Director and a degree flexibility is expected in terms of varying individual portfolios and projects from time to time taking into account current priorities, workload and experience.



# Person Specification

## Experience

- Senior leadership experience within a large, complex organisation, ideally with a public, membership or volunteer dimension.
- Experience of working as a collaborative member of a senior leadership team, contributing to cross-organisational decision-making.
- Significant experience of working with and reporting to Boards, Committees, Trustees, volunteers and senior stakeholders.
- Proven experience of developing, implementing and overseeing organisational strategy.
- Experience of leading large, diverse teams, driving performance, engagement and inclusion.
- Experience of improving organisational systems and processes, including through digital approaches.
- Experience of budget accountability and working with fundraising or income-generating functions.

## Skills and Abilities

- Strong strategic leadership capability, with the ability to move effectively between strategy and operational delivery.
- Excellent people leadership and influencing skills, able to build trust and effective working relationships across a diverse organisation.
- Ability to bring constructive challenge, rigour and realism to senior discussions, supporting open and transparent decision-making.
- Sound governance, risk and performance management capability, using data and insight to monitor progress and impact.
- Ability to operate diplomatically, balance competing interests and achieve constructive outcomes.
- Ability to lead and sustain a culture of continuous improvement.

## Knowledge and Understanding

- A strong understanding of complex, mission-driven organisations, ideally within the youth, voluntary or membership sector.
- The ability to develop a clear understanding of Scouts, its operating environment and future challenges, and shape plans accordingly.

## Values and Personal Qualities

- Demonstrates high levels of integrity, professionalism and credibility.
- A positive, inclusive and emotionally intelligent leader who values difference and champions equity, diversity and inclusion.
- Proactive, thoughtful and resilient, with sound judgement and independence of mind.
- Leads in line with the values of Scouts: Integrity, Respect, Care, Belief and Co-operation.



# Terms of appointment

## Salary

The salary for this role is circa £115k per annum on a full-time permanent basis.

## Location

Gilwell Park, Chingford, E4. Executive Directors are expected to spend a minimum of two days per week on-site at Gilwell Park. Regular weekend and evening work will also be required, for which time off in lieu will be given.

## Annual leave

28 days holiday a year, plus bank holidays, rising to 32 days after two years. You will also be given four extra days to look after your family when they need you and three additional days over Christmas.

## Pension

You'll be automatically enrolled into the Scouts Group Personal Pension Plan, contributing 3% of your qualifying earnings. Scouts will contribute double at 6% of your qualifying earnings on auto enrolment. You can increase your contribution at any point, and we'll double your contribution up to a maximum of 10% of your gross salary.



Scouts

# How to apply

We hope you will consider making an application. To make an application, please visit the [Starfish Website here](#) and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Scouts is an equal opportunities employer and is committed to fostering an inclusive environment where everyone feels valued and empowered to contribute. We offer flexible working arrangements to support diverse needs and lifestyles, ensuring that our teams can thrive both professionally and personally. We welcome and encourage applicants from all walks of life, believing that varied perspectives strengthen our innovation and community. Your unique experiences and ideas are essential to our success, and we look forward to hearing from all voices.

**Closing date:** **Sunday 15th February**  
**Preliminary interviews:** **w/c 23rd February**  
**Final Panel interviews:** **w/c 9th and 16th March**

